Under Secretary of Defense for
Acquisition, Technology and Logistics

Strategic Goals Implementation Plan V2.0

2008

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Strategic Thrusts

1. Define Effective and Affordable Tools for the Joint Warfighter

2. Responsibly Spend Every Single Tax Dollar

3. Take Care of our People

4. DoD Transformation Priorities

AT&L Organizational Goals

1. High-performing, Agile, and Ethical Workforce

2. Strategic and Tactical Acquisition Excellence

3. Focused Technology to Meet Warfighting Needs

4. Cost-effective Joint Logistics Support for the Warfighter

5. Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

6. Improved Governance and Decision Processes

7. Capable, Efficient, and Cost-effective Installations

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Introduction

The Under Secretary of Defense for Acquisition, Technology and Logistics' (USD(AT&L)) 2007 Strategic Goals Implementation Plan aligned AT&L with the defense enterprise by "flowing down" the national and defense strategic guidance, particularly the Quadrennial Defense Review, into seven organizational goals. The USD(AT&L) team used time-certain initiatives, metrics, and assigned leadership to track progress and adjust efforts as necessary. The plan was updated in March and June 2007, following tri-annual reviews.

We have built the 2008 AT&L Implementation Plan on the 2007 plan. We are establishing four enterprise-level strategic thrusts. The four enterprise-level strategic thrusts are grounded in a set of guiding principles, proactive approaches, and specific initiatives/goals and metrics articulated by the USD(AT&L), and captured in this plan and the USD(AT&L) Source Document. Our 2008 plan, particularly Strategic Thrust #4, was guided by the Deputy Secretary of Defense's August 2007 DoD Transformation Priorities, the most recent statement of future defense direction. Additionally, we are also continuing efforts on the seven goals which have been updated.

Enterprise Alignment

The USD(AT&L) describes his vision and goals in a Source Document, which is summarized in the next section. This Source Document is aligned with national and defense strategic guidance, particularly the DoD Transformation Priorities:

- Prevail in the Global War on Terrorism
- Strengthen joint warfighting capabilities
- Focus on people
- Transform enterprise management

Source Document

Purpose: The purpose of the Source Document is to provide common principles, approaches and goals for the extended acquisition team. This document:

- Communicates the USD(AT&L)'s vision and priorities in a way that provides both direction and motivation.
- Contains, in one place, the new strategic context in which we are working, the vision of the future, guiding principles, proactive approaches, and specific goals.
- Seeks to align and focus the tremendous talent of the defense acquisition team.
- Gives each person in AT&L a place to stand as they provide the strategic capabilities necessary to support our men and women in our Armed Services.
- Recognizes that the AT&L team is an extended enterprise and provides the means by which leaders communicate goals to everyone on the team.
- Is the basis by which individual goals are set, planning is done, decisions are made, and actions are taken.

Context: September 11, 2001, changed everything for our country. We went from working to provide overmatching capability against any nation-state on the sea, in the air, and on the land to a Global War on Terrorism against an enemy who fights in the shadows. While developing tools to combat terrorism, we must continue to assure the Nation has unmatched capability to counter a nation-state threat to our interests and security. Indeed, we now have to recognize the battlefield may be anywhere, including cyberspace, and our adversaries will exploit any tool they can acquire and any method they can conceive.

The AT&L community must develop, deliver, and support systems that provide strategic resilience. Our systems must be flexible enough to respond to the many means terrorists or hostile nations might employ. We must also reinvent ourselves, our processes, and our thinking continuously – not just when there is a new crisis or new foes threatening our national security.

Vision: The AT&L vision is to drive the capability to defeat any adversary on any battlefield. To achieve this, we need to create an inspired, high-performing, boundary-less organization that delivers. Each person must make a difference and actively participate in creation of a motivated, collaborative, and creative organization. We need to seek out new ideas and new ways of doing business. We need to be prepared to question requirements and traditional processes. We need to ensure the Warfighter can operate and rely on our systems. We need to collaborate effectively across traditional boundaries. We need to see ourselves as part of a community or neighborhood that comes together as stakeholders around joint projects. We must make the enterprise succeed.

The Pyramid of Strategic Capability

This vision is driven by America's global strategic interests and by our need for strategic resilience and strategic awareness. The world economy and the terrorist threat dictate that America's interests are truly global. Today, the world is complex. The mission set varies widely and the threat covers the spectrum from pressure plate improvised explosive devices to sophisticated information warfare. Further, our economic interests and the threat of terrorism often are intertwined, leading DoD to be expected to protect the Nation – at home and abroad. We must use the Nation's human capital to develop technology and tools to meet the global mission. Strategic awareness is required to support the Nation's global strategic interests. Our national infrastructure and deployed systems may be vulnerable to a broad spectrum of threats that we must understand, sense, or perceive. We have built systems and methods to gather and share knowledge and intelligence to produce a composite picture that will highlight even small, unusual actions that point to threatening actions by terrorists or nation states. We must use our insight and foresight to anticipate the tools and tactics that terrorist and nation-states may use. Strategic resilience is required to ensure the Nation has many ways to respond.

Resilience comes in many forms: quantity, flexibility, quality, efficiency, and variety. We need to reinvent the Warfighter's toolbox continuously and fill it with flexible, sustainable systems.

Construct: The Source Document has four strategic thrust areas:

- Define Effective and Affordable Tools for the Joint Warfighter
- Responsibly Spend Every Single Tax Dollar
- Take Care of Our People
- DoD Transformation Priorities

Each strategic thrust has a guiding principle, desired outcomes, and specific initiatives with metrics or steps against which we can measure progress. The guiding principles define expected behavior of the AT&L team. The initiatives, when accomplished, will contribute to realizing the desired outcome.

Conclusion: The 2008 AT&L Implementation Plan contains the specific goals and metrics/steps in support of the four strategic thrusts above. It also contains the status of initiatives begun in support of the seven AT&L organizational goals in the 2007 Implementation Plan. This plan is a key part of aligning the AT&L Enterprise to use its fixed resources in a way that creates maximum efficiency as well as maximum warfighting benefit. It also allows us to more completely implement performance-based personnel management in support of the organization's goals.

Success of this plan depends on the commitment of everyone on the AT&L team. We all must embrace the vision, apply the guiding principles, and take ownership of the appropriate goals. Only in working together will we achieve the outcomes necessary to ensure the future security of our Nation.

"I frequently view the work of the acquisition team as paving a path, one brick at a time that will provide us with the means to strike anyone, anywhere, and at any time. You can't just lay one brick – and each member of the team has a chance each day to lay new bricks. You have to lay a lot of bricks – ships, planes, weapons, sensors, communications, and networks that connect everything, and more importantly, changes in how we do business. The result is we together pave a path that represents a superhighway to the future. We can't see all of the terrain ahead of us, but the right bricks in combination will provide the tools necessary to preserve the Nation's future freedom and empower the men and women who serve America."

John Young, Jr.
Under Secretary of Defense for Acquisition, Technology and Logistics

USD(AT&L)
Guiding Principles

- *The AT&L team must innovate and collaborate to engage the warfighting, requirements, and resourcing communities on behalf of the taxpayer.*
- *The AT&L team must lead the enterprise and drive business success.*
- *The AT&L team will operate as a neighborhood, collaborating and developing people to strengthen the community.*
- *The AT&L team must align with and support the Department's transformation priorities.*

Chapter 1
USD(AT&L)
Strategic Thrusts

Strategic Thrust 1
Define Effective and Affordable Tools for the Joint Warfighter

Guiding Principle: The AT&L team must engage the warfighting, requirements, and resourcing communities on behalf of the taxpayer, using collaboration and innovation to develop and deliver joint warfighting tools.

The Warfighter is our #1 focus. We must understand the Warfighter's operational concepts and needs. We need this knowledge to guide technology development, to design effective systems, to provide logistics and facility support and to help us inform requirements. We must all proactively work to ensure interoperability and pursue jointness. We understand technology, again allowing us to inform requirements and assist in enabling Warfighter concepts of operation. We understand industry, allowing us to define realistic budgets and schedules. The AT&L team has a unique and privileged role as the integration point for everything. We must engage the warfighting, requirements, and resourcing communities to get the best value for the tax dollars. No one ever counts the cost and the risk of what we did not buy and could not provide to the troops because we went overboard in another area – but these are real costs and real risks.

Outcomes:

1. New programs are born joint, interoperable and affordable
2. Opportunities are constantly identified to deliver greater enterprise efficiencies
3. Roadmaps guide development and integration of programs in portfolio areas
4. Cost to the Defense Enterprise is continuously reduced

The initiatives to achieve the above outcomes and the metrics/steps used to measure their progress are described on the following pages.

Strategic Thrust 1
Define Effective and Affordable Tools for the Joint Warfighter

Outcome/ Success	Initiative/OPR	Metrics
1.1 New programs are born joint, interoperable and affordable **Success:** • We ensure that new start programs are evaluated to ensure reasonableness of requirements, budget, technology, and enterprise value • We constantly question programs that are Service-unique • We seek to deliver pragmatic interoperability in every program • We place a premium on lower cost and greater quantity at the expense of exquisite technology		
1.1.1	Establish a rational, joint requirements foundation, technology maturation plan and acquisition strategy for all FY 08 new start ACAT ID programs Various	• Review and shape strategy for Net Enabled Command and Control (NECC) program. (Feb 08) (A&T) • Review and shape strategy for High Integrity GPS (iGPS). (Jul 08) (DDR&E) • Review and shape strategy for Prompt Global Strike. (Mar 08) (A&T, DDR&E Support) • Review and shape strategy for Third Generation Infrared System (TGIRS). (Aug 08) (DDR&E) • Review and shape strategy for Joint Lightweight Tactical Vehicle (JLTV). (Apr 08) (A&T, DDR&E Support) • Review and shape strategy for Joint Tactical Radio System Airborne, Maritime and Fixed Stations (JTRS AMF). (Jan 08) (A&T) • Review and shape strategy for Spaced Based Space Surveillance System (SBSS). (Apr 08) (A&T) • Review and shape strategy for Broad Area Maritime Surveillance (BAMS). (Feb 08) (A&T) • Review and shape strategy for Tanker Replacement. (Feb 08) (A&T) • Review and shape strategy for Joint Precision Approach and Landing System (JPALS). (Jun 08) (A&T) • Review and shape strategy for High Capacity Communication Capability. (Jun 08) (A&T) • Review and shape strategy for next generation cruiser (CG(X)). (Jul 08) (A&T)

Outcome/ Success	Initiative/OPR	Metrics
		• Review and shape strategy for Ground Soldier System (GSS). (Jan 08) (A&T) • Review and shape strategy for Maritime Pre-positioned Ships (MPS). (Jun 08) (A&T) • Review and shape strategy for Combat Search and Rescue Helicopter (CSAR-X). (Contract award + 60 days) (A&T) • Review and shape strategy for Distributed Common Ground Station – Air Force (DCGS-AF). (Mar 08) (A&T) • Review and shape strategy for Joint Air-to-Ground Missile (JAGM). (Jan 08) (A&T) • Review and shape strategy for Joint High Speed Vehicle (JHSV). (Aug 08) (A&T) • Review and shape strategy for Air and Space Operations Center – Weapon System. (Jun 08) (A&T) • Review and shape strategy for Mission Reconfigurable Unmanned Undersea Vehicle (UUV). (Sep 08) (A&T)
1.1.2	Review and assess all 6.4 programs to shape a solid budget, technology and requirements foundation DDR&E/A&T	• Complete a cross-cutting assessment of all major 6.4 programs to identify joint opportunities. (May 08)
1.2 Opportunities are constantly identified to deliver greater enterprise efficiencies **Success:** • We get maximum value for each tax dollar • We seek constantly to reduce cost • We question requirements when the capability required is impeding delivery or is out of proportion to the cost to the taxpayer		
1.2.1	Implement policy, procedure and personnel changes, to enhance DoD's contingency contracting process A&T	• Establish Contingency Contracting Task Force. (Jan 08) (L&MR Support) • Evaluate and adjust policy changes. (Feb 08) • Increase DCMA manpower support to JCC-I/A. (Mar 08) • Define and promulgate joint processes and procedures to enhance contingency contracting capabilities. (May 08) • Define and direct organizational changes as required. (Nov 08)

Outcome/ Success	Initiative/OPR	Metrics
1.2.2	Review and definitize DoD airlift capability acquisition strategy ARA	• Complete Nunn McCurdy process for C-5 RERP. (Jan 08)
1.2.3	Evaluate Marine Corps and Army ground radar programs A&T/DDR&E	• Define a joint way forward for the DoD enterprise. (Jun 08)
1.2.4	Evaluate new Civil Reserve Air Fleet (CRAF) Operational Concept options L&MR	• Complete study on CRAF long term issues and strategy. (Jan 08) • Finalize template for planning future theater logistics/sustainment airlift that addresses an intentional and early use with an increase of commercial assets over time. (Sep 08)
1.2.5	Develop an enhanced Theater Distribution Operations concept L&MR	• Complete the development of Inter-modal Distribution Lanes for support to all Combatant Commands, as agreed to by Combatant Commands, Services and Agencies. (Sep 08) • Complete a Joint Shipment Manager analysis in USEUCOM. (Sep 08)
1.2.6	Improve Joint Container Management L&MR	• Determine appropriate adjustments to container management policies/programs to deter excessive detention/demurrage costs in future contingencies. (Sep 08)
1.2.7	Launch Joint Logistics (JL) Portfolio governance program L&MR	• Define JL Capability Portfolio Manager (CPM) roles and authorities. (Mar 08) • Publish JL Strategy and Roadmap. (Apr 08)
1.2.8	Complete detailed reviews for new programs which breach Nunn McCurdy thresholds A&T/ARA	• Evaluate all ACAT programs against past Nunn McCurdy root causes. (Dec 08) • Update Nunn McCurdy root cause factors based on new Nunn McCurdy reviews. (Jun 08)
1.2.9	Identify programs for reliability enhancements or revised support strategies L&MR	• Implement plans for improved reliability within a selected set of programs. (Jun 08)
1.2.10	Conduct a demonstration project, using several acquisition programs from each Service, testing feasibility of using Service-Oriented-Architecture (SOA) IT principles in the acquisition domain (Ref Acting USD(AT&L) memo of 11/5/07) ARA/BT	• Initiate Demo. (Dec 07) • Approve Technical Specs through Weapons System Life Cycle Management/Core Business Mission (WSLM/CBM). (Dec 07) • Demonstrate real-time data access from 12 Major Defense Acquisition Programs. (Jan 08)

Outcome/ Success	Initiative/OPR	Metrics
1.2.11	Strengthen leadership and discipline in nuclear training and education NCB	• Consolidate and prioritize findings and recommendations from high-level nuclear security reviews. (Mar 08) • Present to the DoD NSPD-28 Senior Oversight Committee for review and approval of recommendations. (Apr 08) • Communicate approved recommendations to nuclear community stakeholders to support budget planning and implementation. (Jun 08) • Track implementation of recommendations by stakeholders and report to Senior NSPD-28 Oversight Council. (FY 09)
1.2.12	Support a streamlined Foreign Military Sales (FMS) process for Iraq IC	• Form AT&L task team. (Jan 08) • Identify and expedite near term Iraq FMS acquisitions. (Jan 08) • Define process changes and new procedures to expedite FMS procurement. (Mar 08)
1.3 Roadmaps guide development and integration of programs in portfolio areas **Success:** • We develop joint, coherent roadmaps in specific portfolio areas for developing new capabilities		
1.3.1	Create Joint Analysis Teams (JAT) to review portfolios of related programs and cross-cutting technology areas and define a coherent DoD investment strategy All	• Initiate a JAT on contingency contracting and deliver quarterly reports on progress and recommendations. (Nov 07) (L&MR) • Deliver Radar JAT Roadmap Version 1.0. (Feb 08) (DDR&E) • Initiate Satellite Ground Terminal JAT and deliver Roadmap Version 1.0. (Aug 08) (DDR&E/A&T) • Initiate Directed Energy JAT and deliver Roadmap Version 1.0. (Jul 08) (DDR&E) • Continue Network JAT and implement Network recommendations through FY 08 execution, FY 09 planning, and POM 10. (Sep 08) (DDR&E) • Initiate Depot Performance JAT and develop and implement POM 10 recommendations. (Jan 08) (L&MR) • Initiate Contractor Services JAT. Develop initial enterprise policies and strategies, and implement policy changes and execution actions in FY 08. (Nov 08) (A&T) • Initiate a Command and Control JAT and deliver Roadmap Version 1.0. (Oct 08) (A&T)

Outcome/ Success	Initiative/OPR	Metrics
		• Initiate an Electronic Warfare JAT to support ongoing advanced Airborne EW initiatives. Initial focus will be coordinating EW investment options for POM 10 decisions. (Jul 08) (A&T) • Initiate a Joint Weapons JAT and develop Joint Weapons Roadmap Version 1.0 focused on weapons capability investment strategies beyond POM 10. (Oct 08) (A&T) • Develop a governance body to oversee JATs and their deliverables. (Oct 08) (ARA)
1.3.2	Use Unmanned Air Systems (UAS) Task Force (A&T) to define and oversee execution of a coherent DoD corporate strategy for UAS development, production and operation A&T	• Develop DoD UAS Roadmap Version 2.0. (Dec 07) (DDR&E Support) • Align development and procurement of UASs between Service execution agents. (Apr 08) (DDR&E Support)
1.3.3	Transition prototyping and technology programs through the development phases and into warfighting tools DDR&E	• Identify completing ACTD/JCTDs as candidates for transition to Programs of Record (POR) (to include Joint Programs Offices (JPO)). (Sep 08) • Use the Reliance 21 process to develop a coherent FY 10 S&T program and transition technology and prototypes. (Sep 08) • Initiate and complete a technology transition task force to review DoD access to technical innovation and technology transition mechanisms. (Aug 08)
1.4 Cost to the Defense Enterprise is continuously reduced **Success:** • We seek to deliver $15B in real savings for the defense enterprise		
1.4.1	Identify cost savings strategies and approaches for the current defense program A&T	• Review selected ACAT I programs for requirement or acquisition strategy changes to reduce cost, document those options, and submit to DoD leadership as cost saving options. (May 08) • Track FY 08 execution year savings. (Oct 08) • Identify and track savings in POM 10 build versus the FY 09-13 POM. (Jun 08)
1.4.2	Evaluate procurement programs for economic order quantity (EOQ) cost saving opportunities A&T	• Identify procurement programs budgeted below optimal EOQ. (Feb 08) • Develop new procurement quantity profile and cost estimates. (Apr 08)

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Strategic Thrust 2
Responsibly Spend Every Single Tax Dollar

Guiding Principle: The AT&L team must lead the enterprise and drive business success.

While the Warfighter is our #1 focus, we must not forget the taxpayers are entrusting us with their hard-earned dollars. We must work openly and honestly to provide Warfighters what they need, when they need it – at the best possible cost. We will continuously eliminate non-value added activities and remove government bureaucracy barriers. We need to accurately price programs and insist the program schedule and budget reflect realistic pricing, recognizing the technical and integration risks. We will then hold ourselves accountable and deliver to the realistic schedules and budgets we establish. We will execute only to fully funded program levels. We must ensure value and competition are foremost considerations in every program. We will arm the Program Manager with tools to manage, such as incentive strategies, contract structures, and technology maturity. We will ensure total transparency and visibility across the DoD enterprise, enabling us to operate under the brightest lights and the closest scrutiny. It is our responsibility to help programs execute successfully from start to finish.

Outcomes:

1. Programs are successfully managed with discipline and accountability
2. Acquisition strategies are creatively used to improve results
3. Each tax dollar is invested as your own dollar
4. Internal business processes and practices are streamlined

The initiatives to achieve the above outcomes and the metrics/steps used to measure their progress are described on the following pages.

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Outcome/ Success	Initiative/OPR	Metrics
2.1 Programs are successfully managed with discipline and accountability **Success:** • We use a governance process that helps program managers succeed		
2.1.1	Establish Configuration Steering Boards (CSB) for all ACAT ID programs A&T	• All ACAT ID programs have a functioning CSB. (Dec 07) • Conduct cross cutting review of the CSB process and implement tracking system. (Apr 08) • Each CSB provide a brief summary report of program execution, content and requirements changes made through CSBs and the associate real, net cost savings. (Jun 08) • CSBs provide examples and teachable lessons learned to DAU Living Library over the course of FY 08. (Sep 08)
2.1.2	Continue existing Defense Support Teams (DST) and Technology Focus Teams (TFT) as required and implement technical recommendations All	• Complete Phase 1 SBIRS DST for satellite flight control software. (Jul 08) (DDR&E) • Complete Biometrics DST and provide recommendations. (Feb 08) (DDR&E) • Complete Phase 2 of PAA NSPS DST and provide recommendations. (Feb 08) (DDR&E) • Complete Phase 1 of Large Data Set TFT and provide recommendations. (Jan 08) (DDR&E) • Complete Phase I of Full Motion Video DST. (Jun 08) (DDR&E) • Provide brief, concise reports of DST insights and recommendations to the DAU Living Library. (ongoing) (All) • Conduct ERAMS prior to all milestone decisions on programs under Business Capability Lifecycle. (BT) • Provide guidance on standard financial data implementation to all target ERP programs. (Jan 08) (BT)
2.1.3	Establish Defense Support Teams for programs with serious technical risk or potential for cost and schedule issues All	• Initiate DST for TSAT and provide insights and recommendations. (May 08) (DDR&E) • Initiate DST for MOUS and provide insights and recommendations. (Feb 08) (DDR&E) • Initiate and complete a DST for Joint Strike Fighter manufacturing. (Jun 08) (A&T)

Outcome/ Success	Initiative/OPR	Metrics
		• Initiate a DST for the Expeditionary Fighting Vehicle. Fold in ongoing work from the PEO-led Senior Executive Review Board initiated in FY 07. (Mar 08) (A&T) • Decide creation of DSTs for each recent Nunn McCurdy breach program and for programs at risk of Nunn McCurdy breach. (Mar 08) (ARA)
2.1.4	Use technology readiness and manufacturing readiness to inform program investment plans A&T/DDR&E	• Task and evaluate early technology maturity for all FY 08 ACAT I pre-Milestone B programs to inform the program technology development strategy. (Sep 08) (DDR&E) • Implement Engineering and Manufacturing Readiness Level (EMRL) Assessments for ACAT I and II programs as a part of the Program Support Review process. (Jun 08) (A&T and DDR&E) • Socialize and implement as an update to the DoD 5000.2. (Dec 07) (A&T)
2.1.5	Establish acquisition policies and procedures that facilitate effective management of programs A&T/ARA	• Establish JAT. (Jan 08) • Review all the current processes used in space, IT, intelligence, and MDAP (DOD 5000). (Mar 08) • Provide recommendations and a plan for implementation to most effectively standardize acquisition procedures across the enterprise. (Jul 08) • Begin implementation of changes. (Sep 08)
2.2 Acquisition strategies are creatively used to improve results **Success:** • We build acquisition strategies that rely on competitive prototyping to the maximum extent practical • We carefully use objective award of profit to force understanding of program critical paths and to incentivize performance • We develop acquisition strategies with appropriate Milestone decision points and off ramps		
2.2.1	Develop acquisition strategies that utilize competitive prototypes for all appropriate pre-Milestone B programs ARA	• Develop a prototype strategy for Joint Air-to-Ground Missile (JAGM). (Jan 08) (A&T) • Develop a prototype strategy for JLTV. (Apr 08) (A&T) • Conduct a comprehensive review of all 6.4 programs, assessing technology maturity, requirements, and program acquisition strategy. (Jun 08) (DDR&E and A&T)

Outcome/ Success	Initiative/OPR	Metrics
2.2.2	Implement a Post Milestone B program gate review A&T/ARA	• Review all pre-Milestone B programs and recently approved Milestone B programs to evaluate and implement, as appropriate, a Post Milestone B review. • Socialize and implement as an update to the DoD 5000.2. (Dec 08)
2.2.3	Formalize the expanded use of Milestone A decisions to drive establishment of a solid technology investment, acquisition strategy, and budget foundation (A&T)	• Update 5000 to formally shape and define Milestone A. (Jan 08)
2.3 Each tax dollar is invested as your own dollar **Success:** • We execute programs to the budget – period • We accept responsibility to deliver the planned program for the allocated budget • We seek to produce savings for the defense enterprise through efficient program execution and careful control of requirements and technical authority		
2.3.1	Ensure all programs are properly priced and budgeted All	• All ACAT I and II programs will develop an independent cost estimate prior to Milestone B. • Every program manager, PEO, and acquisition oversight person will actively engage the POM 10 process to ensure the program is properly budgeted. • Every program manager, PEO, and acquisition oversight person will define a program execution plan and scope which matches the budget, documenting scope and content reductions where necessary to address budget constraints.
2.3.2	Enhance the Small Business Innovative Research (SBIR) Program to deliver greater value A&T	• Assess the SBIR program. (Feb 08) • Develop change proposals. (Apr 08)
2.3.3	Enhance the Independent Research and Development (IRAD) program (DDR&E)	• Analyze the current structure and procedures for the IRAD program. (Feb 08) • Develop change proposals. (Apr 08)

Outcome/ Success	Initiative/OPR	Metrics
2.3.4	Expand the use of prize competitions to develop technology DDR&E	• Define a single prize competition within each Service Department. (May 08)
2.4 Streamlined internal business processes and practices **Success:** • We do not add time to the development of a product solely through process • We process documents in a timely manner • We streamline paperwork to ensure it provides only the minimum essential elements of information		
2.4.1	Fully implement Continuous Process Improvement (CPI) and Lean Six Sigma (BT)	• 4% of AT&L Workforce is Black Belt trained. (Jul 08) • 25% of AT&L Workforce is Green Belt trained. (Jul 08) • Each AT&L direct report completes 3 CPI/ LSS projects and provides estimated or documented savings. (Sep 08) • AT&L enterprise completes 80 CPI/LSS projects. (Dec 08)
2.4.2	Reduce the volume of acquisition documents by 50% All	• Conduct three (3) Lean Six Sigma and Continuous Process Improvement events on recent or in-process documents. (Feb 08) (ARA) • Reduce scope of documents by minimizing required information and define in Defense Acquisition guide. (Jan 08) (ARA) • Reduce number of acquisition documents to four (APB, TEMP, ASR, and Program Management Plan) that would meet all statutory requirements and assign document leads to coordinate all OSD comments for a single voice to the PM. (Mar 08) (ARA) • Develop an information management system that will manage program information, not documents. Leverage JTRS, MRAP, Service work. (Prototype operational by Jun 08) (ARA)

Outcome/ Success	Initiative/OPR	Metrics
2.4.3	Seek to process acquisition documents in less than 30 days ARA	• Baseline current workflow and timelines (in Services and OSD) for ADMs, APBs, and Acquisition Strategies for ACAT ID programs, and make process changes to achieve 30 day goal in OSD. (Nov 07) • Identify changes in the document "chop" process to streamline and expedite all document approvals. (Mar 08) (ARA) • Develop and publish business rules for staffing and processing acquisition documents. (Jan 08) • Work with Services to identify two pilots per Service to participate in the information (instead of documents) pilot. (Mar 08)
2.4.4	Develop initiatives to improve the Federal Acquisition Regulations (FAR) A&T	• Survey the acquisition enterprise for FAR change initiatives. (Mar 08) • Develop high priority FAR change proposals. (May 08)

Strategic Thrust 3
Take Care of Our People

Guiding Principle: The AT&L team will operate as a neighborhood, collaborating and developing people to strengthen the community.

A great deal is being expected of the AT&L team. We must equip everyone with the skills they need to be successful and work together across neighborhoods to ensure the delivery of results. We must recruit and hire people who can become the next leaders. We must lead by example, being honest and ethical in all our activities. We will provide a work environment that allows all to participate productively, one that is free from harassment, discrimination, and unethical behavior.

Outcomes

1. Acquisition neighborhood is empowered and enhanced
2. Future AT&L workforce is created
3. Collaboration and results are recognized and rewarded

The initiatives to achieve the above outcomes and the metrics/steps used to measure their progress are described on the following pages.

AIRBORNE

Strategic Thrust 3
Take Care of Our People

Outcome/ Success	Initiative/OPR	Metrics
3.1 Acquisition neighborhood is empowered and enhanced **Success:** • We ensure we act as unbiased government representatives in evaluating all courses of action and proposals • We constantly attack regulations and bureaucratic impediments in order to more effectively and efficiently deliver value for the Warfighter.		
3.1.1	Establish DAU Living Library to collect lectures on program management experiences, CSB lessons, and DST conclusions A&T	• Create and structure the Living Library. (Dec 07) (DAU) • Populate the Library with 10 interviews and 20 lessons documents. (Jun 08) (DAU) • Conduct monthly "brown bags" training and idea exchange sessions. (A&T)
3.1.2	Establish a comprehensive, workforce analysis and decision-making capability HCI	• Establish business rules for workforce data interface with Defense Civilian Personnel Data System/Defense Manpower Data Center. (Jan 08) • Working with the Services and Defense Agencies, establish reporting and analysis protocols to improve DoD AT&L workforce analysis and outcomes. (Jun 08) • Starting Feb 08, provide a comprehensive workforce analysis and publish the annual DoD AT&L State of the Workforce Report. (Jun 08 and annually)
3.1.3	Implement a rotational assignment plan for senior executives and developing leaders HCI	• Create a Joint Analysis Team (JAT) with the Military Services and the HR community to define a coherent strategy for rotating career SES personnel and also to develop a roadmap for government/industry exchanges. (Jun 08) • Develop and execute a plan for rotating career SES personnel between the Services and Agencies and AT&L. (Aug 08) • Develop and execute a plan for government-industry personnel exchanges. (Mar 09)
3.1.4	Implement executive coaching and 360 feedback processes to improve the organization HCI	• Define options for coaching programs and implement pilot efforts. (Mar 08)

Outcome/ Success	Initiative/OPR	Metrics
3.2 Future acquisition workforce is created **Success:** • We hire the best and brightest to learn and lead in the future • We attract the future workforce through our acquisition strategies • We contribute to the development of future scientists and engineers		
3.2.1	Review and implement changes to our hiring practices to make the government hiring timely and competitive HCI	• Develop an acquisition strategic communication plan in which all participate in order to inspire young people to pursue careers in scientific and technical careers. (Feb 08) (DDR&E) • Initiate a DST on the DoD hiring process and implement recommendations. (May 08) (HCI/ Admin) • Implement and grow the National Defense Education Program. (May 08) (DDR&E)
3.3 Collaboration and results are recognized and rewarded **Success:** • We reward people who make a difference and perform beyond their job description • We place a premium on collaboration to achieve enduring results		
3.3.1	Every person in the neighborhood should daily seek to change things to more effectively and efficiently deliver value for the Warfighter and the taxpayer All	• Define individual performance goals for FY 08. (ongoing) • Identify flaws and limitations in SES and NSPS pay pool process and provide change recommendations to Deputy Secretary of Defense. (Feb 08) • Identify meaningful reward and recognition programs. (Apr 08)

Strategic Thrust 4
DoD Transformation Priorities

Guiding Principle: The AT&L team must align with and support the Department's transformation priorities.

The Deputy Secretary of Defense issued DoD's transformation priorities and 25 supporting initiatives in August 2007. The Department's end objective is to complete or advance to a major milestone in each of the transformation initiatives and also to have them institutionalized by December 2008. Completing these initiatives by the end of 2008 will be greatly beneficial to the next management team and to our military forces. The Deputy Secretary of Defense is relying on our full cooperation and support.

Outcomes:

1. Prevail in the Global War on Terrorism
2. Strengthen Joint Warfighting Capabilities
3. Focus on People
4. Transform Enterprise Management

The initiatives to achieve the above outcomes and the metrics/steps used to measure their progress are described on the following pages.

STUDENT
DRIVER

Outcome/ Success	Initiative/OPR	Metrics
4.1 Prevail in the Global War on Terrorism **Success:** • AT&L team initiatives and metrics deliver measurable results that help the nation defeat terrorism		
4.1.1	Aggressively support the Joint Improvised Explosive Device Defeat Organization (JIEDDO) and its institutionalization Various	• Initiate a Technology Focus Team and produce an institutional S&T Strategy for the JIEDDO area. (Dec 08) (DDR&E) • Develop and manage approach to institutionalization of JIEDDO (per Tab E, DoD Transformation Priorities, Aug 6, 2007) and associated rapid acquisition processes. (Sep 08) (JRAC, A&T, ARA)
4.1.2	Communicate in a 24/7 New Media Age DDR&E	• Address strategic communication opportunities in the Human, Social, Cultural, and Behavioral Modeling Program. (Mar 08) • Conduct a follow-on media conference. (Jun 08)
4.1.3	Swiftly improve high value Tagging, Tracking, and Locating (TTL) capabilities DDR&E	• Execute the Tagging, Tracking and Locating (TTL) roadmap for S&T. (Feb 08) • Launch portfolio of research projects (Goal is at least 10 new projects). (Mar 08)
4.1.4	Rapidly field Mine Resistant Ambush Protected (MRAP) vehicles	• Provide monthly updates to SecDef on progress in procuring, accepting and fielding MRAPs. (DDR&E) • Maintain MRAP production to within +5% planned rate. (DDR&E) • Down select to right number vendors. (Feb 08) (A&T) • Achieve full rate production goal on schedule. (A&T) • 100% of the theater requirement for MRAPs satisfied in FY 08. (A&T)

Outcome/ Success	Initiative/OPR	Metrics
4.2 Strengthen Joint Warfighting Capabilities **Success:** • AT&L team executes specific initiatives placing priority on joint execution and capability		
4.2.1	Strengthen cultural awareness and language capabilities DDR&E	• Establish technology roadmap for development and acquisition of language-translation technologies. (Feb 08) • Conduct (at a minimum) one workshop for cultural awareness. (Jun 08) • Demonstrate Spiral II of an integrated socio/cultural open source data collection and visualization toolkit through Mapping the Human Terrain (MAP-HT) JCTD. (Dec 08) • Demonstrate Spiral I of a Joint worldwide distributed training environment for rapid mission rehearsal, after action review, and language and cultural computer based training through the Joint Web-enabled Training & Rehearsal System (JWTRS) JCTD. (Sep 08)
4.2.2	Complete a Homeland Defense – Civil Support Capabilities Based Assessment and revise and execute plans accordingly Various	• Develop strategic approach for AT&L participation in NORAD-USNORTHCOM Homeland Defense and Civil Support Capability Based Assessment (N-NC HD/CS CBA). (Dec 07) (A&T, DDR&E Support) • Develop and execute Chemical/Biological Defense Program (CBDP) Strategic Plan with metrics. (Jun 08) (NCB)
4.2.3	Finalize and implement the cyberspace strategy A&T and DDR&E	• Implement an effective Defense Industry Base Information Assurance (DIB-IA) Collaboration process and identify policy and contract changes. (Mar 08) (A&T) • Support formulation and establish the cyberspace strategy. (Mar 08)

Outcome/ Success	Initiative/OPR	Metrics
4.2.4	Move New TRIAD to implementation A&T	• Define roadmap for Conventional Prompt Global Strike and Land Based Strategic Deterrent technologies and program development to result in near-term capabilities. (PR 09) (A&T, DDR&E Support) • Develop R&D and Acquisition Investment Plans for all NPR Implementer Nuclear Force Sustainment, Modernization, and Follow-on Program Initiatives as well as potential new Nuclear Force Initiatives. (POM 10) (A&T, DDR&E Support) • Develop R&D and Acquisition Investment Plans for new NPR Implementer Conventional Kinetic and Non-kinetic Force Initiatives. (POM 10) (A&T, DDR&E Support) • Implement DoD Strategic Plan for transformation CBRN Training, Leadership Development, and Education. (Jun 08) (NCB)
4.2.5	Execute BRAC Global Re-Posture I&E	• Develop and approve Business Plans for all BRAC closures and realignments. • Work across the OSD staff to manage emerging requirements (e.g., medical acceleration in National Capital Region).
4.2.6	Implement Defense Business Systems Management Committee (DBSMC) and Business Transformation Agency agendas to include fielding Defense Integrated Military Human Resources System (DIMHRS) BT	• DIMHRS – IOC for the Army Increment. (Oct 08) – IOC for the Air Force Increment. (Feb 09) • DTS – 60% of all temporary duty vouchers will be processed in the Defense Travel System (DTS); by FY 13, 100% of vouchers that can be processed through DTS, will be processed through DTS. (FY 09) – 90% of DTS authorizations requiring air or rental car travel will utilize the DTS Reservation Module. (FY 09) – 100% of Phase III DTS sites will be fielded. (FY 09) • Execute DBSMC oversight of major Continuous Process Improvement/Lean Six Sigma projects.
4.2.7	Pursue Targeted Acquisition reforms to include concept decision, life cycle management, configuration steering boards, and energy initiatives Various	• Implement targeted acquisition reforms into DoD 5000.2 (next update year end 2007) to include: Joint Analysis Teams, Defense Support Teams, Technology Focus Teams, Life Cycle Management, Configuration Steering Boards (A&T) • Ensure Services establish and execute CSB plan. (Dec 07) (A&T)

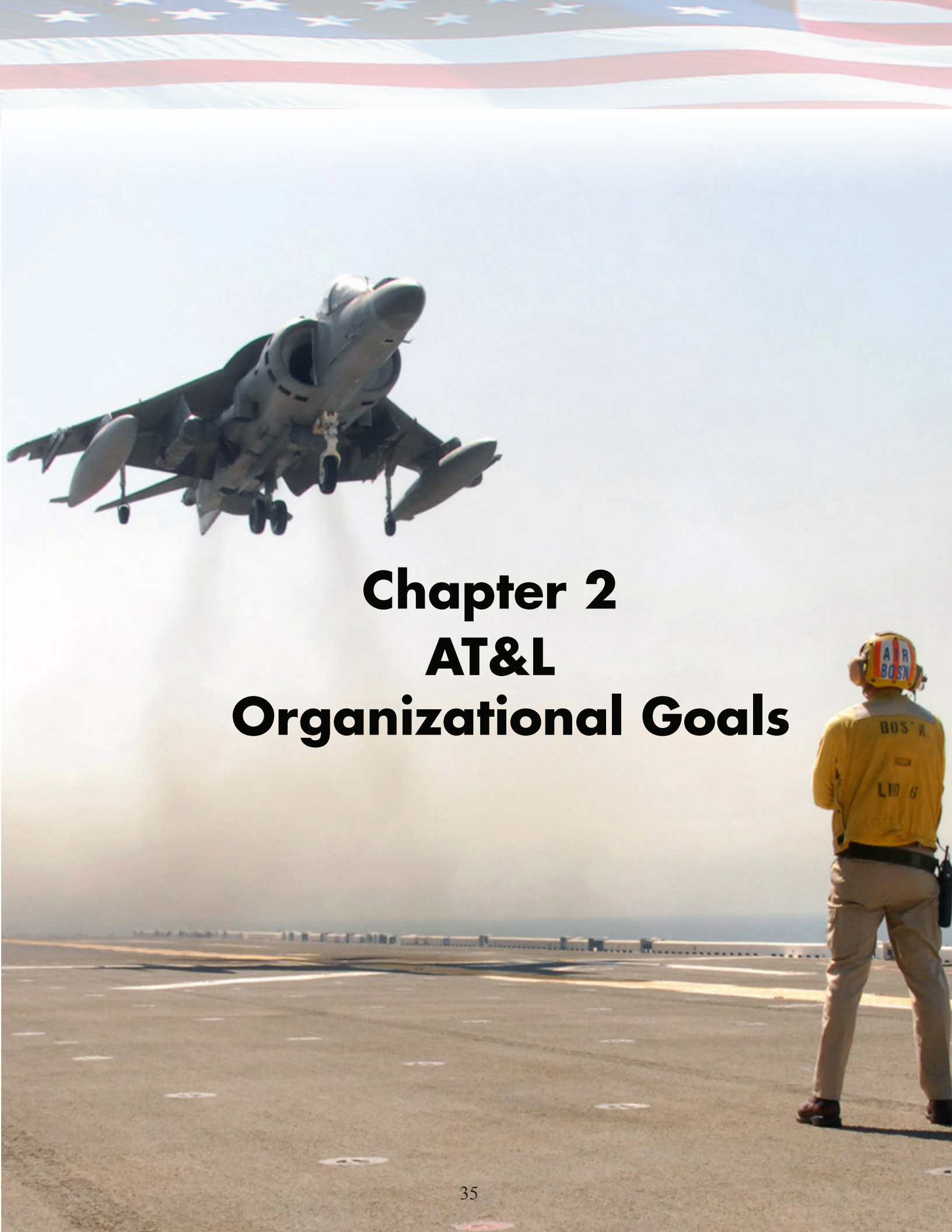
Outcome/ Success	Initiative/OPR	Metrics
4.2.7	Pursue Targeted Acquisition reforms to include concept decision, life cycle management, configuration steering boards, and energy initiatives Various	• 100% of programs have been reviewed by a CSB. (Mar 08) (A&T) • Monitor Service's identification of CSB "de-scoping options" and coordination with JS. (First set complete by Jul 08) (A&T) • Complete an Energy Security Strategic Plan. (Jun 08) (DDR&E) • Continue to expand cost/benefit analysis for energy initiatives. (Jun 08) (DDR&E) • Integrate LCM into acquisition and sustainment processes/decisions (L&MR) – Finalize AT&L memo directing implementation strategy. (Dec 07) – Identify specific changes to policy, processes and documentation to implement approved recommendations. (Dec 07) – Issue policy guidance and implement recommended policy changes. (Mar 08) – Implement/codify required process changes. (Sep 08)
4.2.8	Achieve interdependency between test and training infrastructure investment through development and execution of Roadmaps TRMC	Roadmap (a): Execute the 7 Sep 2006 Test and Training Interdependency Initiative memorandum, beginning with common airborne instrumentation. • Develop the Common Range Integrated Instrumentation System (CRIIS), CTEIP-funded (6.4) development for the test ranges: – Source Selection Decision/Award. (May 08) – Risk Reduction Phase. (May 08 – May 10) – Phase 2. (SDD) (Start mid-2010) • Merge with P5 Common Training System (CTS), current under development for training ranges (Mid-2013 to 2016) • Evolve to Next Generation Test and Training System (NGTTS), expanding to ground instrumentation. (2016 and beyond) Roadmap (b): Develop distributed live-virtual-constructive environment standards. • Develop Open Net-centric Interoperability Standards for Training and Testing (ONISTT), an ontology for configuring a distributed L-V-C environment.

Outcome/ Success	Initiative/OPR	Metrics
		Roadmap (c): Develop a business model for the test and training infrastructure investment: • Collaborate with OSD Comptroller, Training, and Test Service-level Executive Agents to formulate a user charge policy: – Establish working group. (May 08) – Draft appropriate changes to the DoD Financial Management Regulation (FMR), Chapter 11, Volume 12 (publish by Sep 2009). • Coordinate with DUSD(R) and Service T&E leadership to develop procedures on planning, programming, and budgeting future test and training capability improvements, modernization, and recapitalization. (for POM 12) • Coordinate with DUSD(R) and Service T&E leadership to develop procedures on rationalizing and prioritizing future test and training infrastructure investment for institutional costs for operation, maintenance, and sustainability. (for POM 12)
4.3 Focus on People **Success:** • AT&L team initiatives contribute to DoD enterprise efforts to improve personnel management, development, and service delivery		
4.3.1	Swiftly implement Wounded Warrior recommendations and accelerate Bethesda National Military Medical Center DDR&E/I&E	• Increase above-the-knee socket prototyping and comfort by 20%. Integrate advanced manufacturing processes and materials to produce custom composite orthotics and prosthetics for Armed Service amputees. (Dec 08) (DDR&E) • Ensure expeditious execution of appropriated funding to implement construction/renovation of facilities consistent with the requirements and schedule approved by the Deputy Secretary to accelerate BRAC closure of Walter Reed Army Medical Center (Tricare Management Activity is execution authority, Navy is construction agent). Complete Environmental Impact Study. (May 08) (I&E) • Initiate construction as soon as possible upon receipt of FY 08 GWOT appropriations. (I&E)
4.3.2	Develop a Strategy to prevent a civilian leadership vacuum HCI/Admin	• In collaboration with Military Services and Defense Agencies, identify key leadership positions and provide expanded certification and leadership resources. (Mar 08) (HCI) • Develop leadership strategy and develop subcomponent baseline. (Jun 08) (Admin)

Outcome/ Success	Initiative/OPR	Metrics
4.3.3	Sustain National Security Personnel System implementation and new Senior Executive Service system All	• Begin process of setting individual performance objectives for FY 08. (Jan 08) • Continuing NSPS training for new employees; assessing need for refresher training for current employees. (ongoing) • Continue communicating plan in regard to NSPS changes and specific steps required to meet each phase of the NSPS performance management cycle. (ongoing) • Tracking employee moves to ensure performance plans, closeouts, early annual recommended ratings of record are in place in a timely manor and managed appropriately. (ongoing) • Run Pay Pools. (Nov 08)
4.4 Transform Enterprise Management **Success:** • AT&L team initiatives drive improved enterprise efficiency		
4.4.1	Establish a new strategic planning process to include: – Improved process for prioritizing and aligning resources to joint capability demands – Implementation of a common transparent decision framework and supporting management information system – Participation in Capability Portfolio Management (CPM) A&T	• Benchmark the existing strategic planning process. (Jan 08) • Assess the strengths and weaknesses of this process. (Mar 08) • Identify new processes for prioritizing and aligning resources. Include following as pathfinders: – Provide guidance for the Development of the Force (GDF). (Jul 08) – Analyze tools and best practices for feedback of other strategic planning elements. (Jul 08) • Establish AT&L perspective on CPM construct. (Feb 08) • Link existing demonstration and prototype programs to FCB Capability portfolios in the Joint Warfighting S&T Plan. (Mar 08) (DDR&E Support)
4.4.2	Streamline security clearance processes (DoD Transformation Priority) BT	• Affect an end-to-end reform of the government-wide security clearance process. (Feb 08) • Produce a simple reform proposal that includes, as necessary, proposed revisions to Executive Orders and related guidance needed to achieve the goal of delivering high-assurance security clearances fairly, efficiently, and at the lowest reasonable cost. (Apr 08)

AT&L Organizational Goals

1. *High-performing, Agile, and Ethical Workforce*
2. *Strategic and Tactical Acquisition Excellence*
3. *Focused Technology to Meet Warfighting Needs*
4. *Cost-effective Joint Logistics Support for the Warfighter*
5. *Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives*
6. *Improved Governance and Decision Processes*
7. *Capable, Efficient, and Cost-effective Installations*



Chapter 2
AT&L
Organizational Goals

Goal 1
High-Performing, Agile, and Ethical Workforce

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
1.1 Future DoD AT&L Workforce shaped and recapitalized to enable smart workforce decisions. **Success**: • We have defined and understood our specific skills, competencies, and capacity challenges with real data and developed collaborative strategies for workforce shaping while recognizing the Services lead responsibility for force planning. • We have successfully partnered with industry, academia, and government to expand pool of talent that is available and interested in defense work. • We have a broadly understood Human Capital communication strategy that is owned and implemented by the AT&L Senior Leadership team. • We have obtained appropriate authorities and resources, if needed.					
1.1.1	Evolve AT&L Human Capital Strategic Plan. Dir, HCI					✓Update metrics that support AT&L workforce management. (Nov 06) ✓Publish version 3.0. (Jul 07) • Publish version 3.5. (~~Jul~~ Mar 08)
1.1.2	Improve and standardize AT&L workforce competencies. Dir, HCI					✓Complete Program Management, Logistics, and Contracting. (Sep 07) • Complete contracts community assessment (Jun 08) • Complete for all remaining career fields. (Sep 08)
1.1.3	Leverage DoD Human Capital/NSPS talent management initiatives. Dir, Admin					✓Develop a robust AT&L recruiting program. (Sep 07) ✓Reduce hiring time within AT&L by 25%. (Sep 07)
1.1.4	Foster awareness of National Defense Education Program Dir, Admin					✓Include information in outreach and communication materials. (Dec 06)
1.2 Improved outcomes by developing an AT&L performance management construct and culture, and deploying enabling leadership initiatives. **Success:** • We have implemented a disciplined performance management construct that drives accountability through smart execution of NSPS, SES Pay-for-Performance, and other business process changes that will allow us to track performance and hold managers accountable.						
1.2.1	Transform AT&L into a performance management culture.					✓Establish a formal AT&L Tri-Annual Performance Review process. (Jan 07) (Dir, ARA, Dir, HCI) ✓Automate an AT&L performance management dashboard. (Mar 07) (Dir, ARA) ✓Support DoD planning and schedule for the transition to NSPS. (Sep 07) (Dir, Admin) ✓Fully deploy SES Pay-for-Performance initiatives. (Sep 07) (Dir, Admin) ✓Implement a robust AT&L SES rotational assignment program. (Sep 07) (Dir, Admin) • Broaden MOAs with other Departments to increase opportunities to job swap/exchange (1 Year); establish rotation between AT&L Defense Agencies. • Render Character, Driver and Rewards (CDR) Assessment 80% complete. (Apr 08) (Admin) • Identify all training required by senior executives. (Jan 08) (Admin) • All OUSD (AT&L) senior executives complete appropriate training. (Dec 08) (All)
1.2.2	Establish AT&L Leadership Center. President, DAU Dir, Admin					✓IOC. (Jan 07)

Key
✓ = Completed Metric
= Completed Initiative
= New Item
= Modified Item

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
1.3 Grow and sustain a knowledge-enabled AT&L Workforce to support the DoD Acquisition, Technology, and Logistics mission. **Success**: • We have redesigned our certification and career paths for all appropriate functional tracks to smartly integrate education, training, and workplace experience to produce a more qualified workforce.						
1.3.1	Implement Defense Acquisition Workforce Certification Framework (Core Plus). President, DAU					✓ Complete implementation for two AT&L functional areas. (Sep 07) • Complete implementation for ~~three more~~ all functional areas. (Sep 08)
1.3.2	Develop specific training for AT&L high priority initiatives. President, DAU					✓ Pilot Requirements training and certification program. (Jul 07) ✓ Develop International career path and training for DoD personnel. (Jul 07) ✓ Transfer Rapid Acquisition training to DAU. (Sep 07) • Submit final report on requirements management certification training to Congress. (Mar 08) • Deploy requirement management certification (Phase 2). (Jun 08)
1.3.3	Collaborate with USJFCOM Joint Knowledge Development and Distribution Capability (JKDDC) Joint Management Office to create a knowledge management system. President, DAU					✓ IOC. (Sep 07)
1.3.4	Implement AT&L Webcast capability. President, DAU					✓ Fully deploy robust Webcast program to support AT&L priorities and initiatives. (Dec 06)
1.3.5	Expand SARA funding as needed to support acquisition workforce training. Dir, HCI					✓ Seek FY 08 Legislation extending SARA (Acquisition Workforce Training Fund) beyond FY 08 to FY 10. (Jan 07) ✓ Ensure committee language extends SARA funding beyond FY 08 to FY 10. (May 07)
1.4 Ethics Awareness Training and performance standards fully integrated within the workforce. **Success:** • We have a deployed ethical culture that permeates our organization and is captured in our leadership and performance management construct.						
1.4.1	Incorporate ethics performance standards into FY 07 Individual Performance Plans. Dir, Admin					✓ Include in FY 07 Performance Plans. (Dec 06)
1.4.2	Provide rules-based and values-based ethics training. President, DAU					✓ Provide to DoD senior executives (quarterly started). (Sep 06) ✓ Conduct values-based ethics train-the-trainer (2 day) seminar. (Oct 06)

See AT&L Human Capital Strategic Plan for more detail.

Goal 2
Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.1 Acquisition agenda aligned with the Department's core values, policy objectives, joint capability needs, and available resources to attain best value solutions. **Success:** • We establish and institutionalize a concept decision/time defined acquisition process that brings together the requirements, acquisition, and programming/budgeting communities. This ensures we start affordable programs, at the right time, for the right capability with predictable performance. • We establish an operating tempo that synchronizes AT&L's acquisition decision and oversight processes with the defense enterprise. This ensures the Department is providing consistent and coherent tactical and strategic direction.						
2.1.1	Implement Concept Decision/Time Defined Acquisition Initiative (CD/TD). A&T/JAC	■	■	■	■	✓ Formalize four CD/TD pilots by identifying team leads, participating organizations, schedules, and coordinated CD/TD business rules. (Sep 07) ✓ Establish quarterly CD/TD Tri-Chair In-Process Reviews. (Sep 07) • Develop DAU ~~Acquisition courses focused on CD/TD~~ Requirements Officer Management Course. (Sep 07) • ~~Identify more CD/TD pilots (Sep 08)~~ Identify additional Evaluations of Alternatives for CD Reviews. (Nov 07) • Document lessons learned and process improvements and recommend changes to acquisition policy, requirements generation, and programming processes. (Dec 07) • Complete Tri-Chair CD reviews on Pilots (Mar 08) • Identify criteria for Time Defined (TD) optimum path selection. (~~Feb~~ Apr 08) • ~~Continuous improve CD/TD process. (Sep 08)~~ Provide recommended DoD policy revisions to implement time defined acquisition. (Jun 08) • ~~Streamlined and Simplified Acquisition Systems with reduced decision making cycle time and earlier initial operational capacity~~ Conduct leadership review to set acquisition process priorities and implementation approaches (Sep 08)
2.1.2	Synchronize Decision-Making Processes. A&T/PSA	■	■			✓ Improve decision-making processes for meetings including PSRs, DAESs, OIPTs, and DABs. (Sep 07) ✓ Transition lessons learned to formal requirements generation and acquisition policy (update 3170/5000 series). (Sep 07)
2.1.3	Implement DepSecDef's SES Mobility Initiative.	■	■			✓ Establish program to rotate SES
2.1.4	Recommend changes to law regulations, and policy necessary to eliminate areas of vulnerability of defense contracting system to waste, fraud, and abuse. A&T/DPAP		■	■	■	• Review DoD progress to eliminate areas of vulnerability of the defense contracting system that allow fraud, waste and abuse to occur. (Dec 07) • Review GAO report of Jul 7, 06, relating to such vulnerabilities. (Dec 07) • Recommend changes in law, regulation, and policy that are necessary to eliminate such areas of vulnerability. (Dec 07) • Submit first report to Congress. (Dec 07) • Subsequent reports to Congress annually, NLT Dec 31 of each year. (Annually)
2.2 Risk, outcomes, schedule, and cost balanced when planning and adjusting portfolios, programs, and procurements. **Success:** • We establish and institutionalize the EoA process. This ensures a proper balance of cost, schedule, performance, risk, and technological maturity is established for identified capability solutions to guide the CD/TD processes. • We establish and institutionalize Small Business Program Initiatives that are crosscutting to the Department. This improves program and procurement alignment with Department policy objectives, joint capability, and balanced portfolios. • We establish and institutionalize an Investment Balance Review (IBR) process to adjust portfolios, programs, and procurements to align with the Department's policy objectives, joint capability needs, and available resources. This supports the work of the Joint Capability Portfolio Managers.						
2.2.1	Implement Evaluation of Alternatives (EoA) Process. A&T/JAC	■	■	■	■	• Document lessons learned and recommend changes in 3170/5000 based on the completed EoAs. (~~Nov~~ Dec 07) • Identify ~~and develop Modeling and Simulation (M&S) in~~ tools and best practices that will support CD reviews ~~support for EoA~~. (~~Nov 07~~ Sep 08) • Define CD EoA business rules. (Feb 08)

Key
✓ = Completed Metric
■ = Completed Initiative
▮ = New Item
— = Modified Item

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						• ~~Measure affordable and predictable outcomes with trade space alternatives and bounded choices~~. Report on implementation of CD portfolio risk-based assessments. (Sep 08) • Demonstrate open and transparent data with information management exchanges between OSD, Components, and Joint Staff. (Sep 08)
2.2.2	Implement and Refine Small Business Initiatives. A&T SBP					• Identify and implement crosscutting initiatives. (Sep 07) • Quantify results and improve processes on a continuous basis. (~~Sep~~ Dec 07)
2.2.3	Initiate an IBR. A&T/ARA					• Conduct IAMD IBR. (CY 08) • Conduct Conventional Engagement Capability Roadmap. (CECR) IBR. (CY 08) • Conduct Ground Transportation IBR. (CY 08) • Conduct Joint Rapid Scenario Generation (JRSG) IBR. (CY 08) • Update requirements generation and acquisition policy based on lessons learned. (Sep 08)
2.3 Acquisition execution improved across the total life cycle through the use of sound business and technical practices. **Success:** • We have revitalized DoD Systems Engineering, Software Engineering, and Developmental Test and Evaluation competencies, by establishing these processes as core competencies within DoD. • We have implemented a Department-wide Risk Based Source Selection methodology that properly quantifies risk, and ensures a comprehensive risk assessment in preparation for the source selection process. • We have restructured and institutionalized the DAES process to better provide value-added oversight of selected programs. This enables the surfacing of program execution problems as soon as possible, thus allowing early and effective resolution. • We have restructured and institutionalized the DAB process to better provide value-added oversight and coherent strategic direction in an effective, efficient, and timely manner. • We have ensured the appropriate and policy-compliant use of award/incentive fees, better motivating industry to execute contractually compliant programs and services. • We have established funding stability via the use of Capital Accounts.						
2.3.1	Revitalize Center of Excellence (COE) Functions. A&T					• ~~Identify and apply Best Practice metrics for benchmarking and performance improvement in order to align policy, guidance, and education/training for each of the COEs. (Sep 07)~~ • ~~Responsibility and accountability are organizationally aligned with trust, integrity, and ethics as the cornerstones for performance. (Sep 07)~~
2.3.1a	Establish Center of Excellence (COE) for Systems and Software Engineering A&T/SSE					• Establish and maintain policy, guidance, best practices, and education and training in collaboration with academia, industry, and government communities to reflect current or evolving Systems Engineering, T&E, Software Assurance, Safety, Energy, Corrosion and Program Protection issues. (Sep 08) • Shape acquisition solutions and promote early technical planning by conducting Program Support Reviews and Assessments of Operational Test Readiness to support AT&L, NII, NSSO, BTA, and PMs. (Sep 08) • Implement the following initiatives: Establish a Systems Engineering UARC; Implement a Fully Burdened Cost of Fuel pilot program; Evolve Program Support Review analysis from post-mortem to predictive diagnostics; Develop corrosion project criteria; Determine SoS and Interoperability risk drivers. (Sep 08)
2.3.1b	Revitalize Center of Excellence for Cost, Pricing and Finance A&T/DPAP					• Identify and publish pricing competencies required for all 1,102 contracting personnel as well as those higher levels of expertise that should be available to DoD contracting officers. (Dec 07) • Ascertain what gaps exist in the pricing competencies of our current workforce. (Oct 08) • Ensure that DoD Contracting Community understands the importance of contract pricing. (Oct 08)

Goal 2
Strategic and Tactical Acquisition Excellence

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
2.3.1b						• Create a DoD-wide knowledge sharing web-site structured to complement DAU training. (Oct 08) • Require Military Services and Defense Agencies to submit a plan on how they intend to ensure their workforce possesses required pricing competencies. (beyond 08) • Develop Contract Pricing Training Center of Excellence (CoE) within DAU. (beyond 08) • Develop architecture for managing DoD-wide Contract and Pricing Community.
2.3.1c	Revitalize Center of Excellence for Acquisition Regulation Documentation Management A&T/DPAP					• Complete DAR Management Information System. (Sep 08) • Further develop DAR Management Information System (to include web-collaboration with GSA, NASA, and DoD; web-based publications; public comment reminders; access to federal register notices; automated updates from DFARS and FAR regulations. (beyond 08)
2.3.2	~~Establish Risk Based Source Selection.~~ Improve tactical acquisition outcomes. A&T Secondary: PSA, SSE					✓Develop and coordinate "fact-of-life" update to DODI 5000.2 • Implement changes to acquisition policy reflecting the results of ongoing initiatives. (CY 08) • ~~Issue policy guidance and develop pilot program implementation schedule. (Sep 07)~~ • ~~Initiate pilot programs and establish risk reduction initiatives/ actions. (Sep 07)~~ • Establish risk-based source selection. Track pilot program results and document lessons learned and modify policy guidance as necessary. (Sep 08)
2.3.3	Restructure Defense Acquisition Executive Summary (DAES) Process. A&T/PSA Secondary: SSE, ARA					✓Implement Department data access with at least one Service's system. (Sep 07) ✓Add direct data access for other Department stakeholders (i.e., Joint Staff). (Sep 07) ✓Implement Department data access with all Services' system. (Sep 07) • Document DAES operating procedures. (~~Sep 07~~ Dec 07) • Expand, as appropriate, to programs beyond Full Rate Production. (Sep 08) • Consider how best to review portfolios within the DAES. (Sep 08)
2.3.4	Optimize the current OIPT and DAB process.					✓Develop common formats/components for DAB presentations. (Sep 07) Continuing to monitor ✓Identify commonality and best practices between NII and A&T OIPTs; Identify OIPT principals and advisors. (Sep 07) ✓Streamline documentation requirements for DAB. (Sep 07) ✓Merge standard DAES formats (three-slides) into OIPT presentations. (Sep 07) • Develop and publish standardized OIPT and DAB processes. (~~Sep 07~~ Dec 07) • Explore use of Web-based tool for improved review of documents and program data leading to OIPTs and DABs. (~~Sep 07~~ Mar 08) • Review OIPT and DAB guidance documents and update as needed. (~~Sep 08~~) ongoing • Consider how best to review portfolios within the OIPT/DAB structure. (Sep 08) • Set requirement for post MS B DABs to occur following CDR or within two years of MS B, whichever is sooner. (Mar 08) (A&T) • Determine number of programs with DAB event (CDR) within six months of MS B. (Mar 08) (A&T)

Key
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Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						• Determine number of programs with DAB event (CDR) within two years of MS B. (Mar 08) (A&T) • Determine average time from MS B to next DAB event (CDR) across ACAT 1D programs. (Mar 08) (A&T) • Determine average time from MS B to MS C across ACAT 1D programs. (ARA) • Determine average time from MS B to IOC across ACAT 1D program. (Preliminary Mar 08, continuing). (ARA)
2.3.5	Improve Award Fee Usage. A&T/DPAP Secondary: SSA, ~~SSM~~					✓Promulgate policy regarding award fee/incentive fee contract architectures. (Sep 07) ✓Implement policy regarding the establishment of checks and balances associated with Award Fee determinations. (Sep 07) ✓Establish system to gather data on historical performance of award fees. (Sep 07) ✓Establish DAU best practices Web site regarding award fee contracts. (Sep 07) ✓Implement award fee architecture policy and publish DFARS changes as necessary. (Sep 07) • Monitor adherence to policy. (Sep 08)
2.3.6	Initiate Capital Accounts. A&T/ARA Secondary: SSA					✓Establish pilot programs in the FY 08 budget. (Sep 07) ✓Develop agreements with Services on Capital Account processes. (Sep 07) • Generate PBD for new pilot programs. (~~Sep~~ Dec 07) • Identify pilots for FY 09 President's Budget. (~~Sep 07~~ Jan 08) • Successfully complete semi-annual program execution reviews to determine if Capital Accounting was a positive factor in program stability and performance. (Sep 08) • Assess programs for exiting the Capital Accounts process and institutionalize process with policy guidelines. (As appropriate)
2.3.7	Improve Program Management Practices A&T/PSA					✓Initiate and conduct Program Manager forum. (Nov 07) • Participate in initial NDIA Program Manager Industrial Committee meeting. (Nov 07) • PM/DAE start-of-tour meetings initiated. (Mar 08) • Monitor Service implementation of PM tenure agreements. (Mar 08) • Monitor Service implementation of Program Management Agreements. (Mar 08) • Workforce analysis initiated to determine whether monetary awards for civilian and/or military PMs are warranted. (Jun 08) • Workforce analysis complete and recommendation briefed to the SSB. (Sep 08) • Services have established formal mentoring programs. (Mar 09) • Civilian acquisition management job services established. (Sep 09) • AT&L "Core Plus" concept deployed at DAU. (FY 08)
2.4 Customer demands and Warfighter joint operational needs promptly and efficiently fulfilled. **Success**: • We have refined the Tri-Chair gatekeeper function to ensure the most appropriate acquisition path and processes based on urgency of need, technological maturity, requirements stability, and affordability are consistent with life cycle support initiatives. • We have c**reated a Strategic Sourcing for acquisition policy, allowing effective and economic use of DoD's significant leverage as an "enterprise buyer" of services.**						
2.4.1	Establish Tri-Chair Gatekeeper Function. A&T/JAC					✓Broaden participation at FO/GO Integration Meeting (i.e., DDR&E, L&MR, JRAC (as needed)) with JS, Components, and Combatant Commands (i.e., USSOCOM). (Sep 07) • Establish ground rules and assumptions for Tri-Chair gatekeeper function. (Sep ~~07~~ 08)•

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						• Develop processes to facilitate time-defined acquisition, risk-based capability definition, and development for decision-making. (Sep ~~07~~ 08) • Quantify, identify, and synchronize initiative improvements. (Sep ~~07~~ 08)
2.4.2	~~Design and implement Acquisition of Services Policy~~. Promote and Initiate efficiencies and effectiveness by strategic sourcing of services A&T/DPAP					~~• Gain concurrence on strategic sourcing architecture by Service Components. (Sep 07)~~ ~~• Strategic Plan for Strategic Sourcing of Services~~ ~~– Identify categories of service commodities for opportunity assessments that will benefit from the architecture of services (May 07)~~ ~~– Perform spend analysis and market analysis of service categories to support DoD (acquired internally and externally. (Sep 07 Dec 07)~~ ~~– Identify acquisition of services best practices and lessons learned (strategic business arrangements and supportive Information Technology tools. (Sep 07 Dec 07)~~ ~~• Develop implementation plan of strategic sourcing of services architecture. (Sep 07)~~ ~~• Implement and quantify service strategies to include multi-function support cadre. (Sep 07)~~ ~~• Continue implementation and measurement of phased strategic sourcing services. (Sep 08)~~ • Complete Comprehensive Spend Analysis on Services. (Dec 07) • Draft Strategic Plan for the Strategic Sourcing of Services incorporating use of architecture (e.g. multi-functional cadre), spend analysis, identified service portfolios, and best practices as appropriate. (Mar 08) • Communicate spend analysis on services along with Strategic Plan for the Strategic Sourcing of Services across the DoD enterprise and to outside stakeholders/interested parties. (Sep 08) • Work with Components to create new business arrangements to fill gap where best value strategic business arrangements do not exist to support designated service portfolios. (Mar 08) • MILDEPs and Agencies implement existing and new best practices in support of designated service portfolios. (Sep 08) • Collaborate with DAU to incorporate best practices in curriculum. (Sep 08) • Reduce acquisition fees charged by other federal agencies and eliminate acquisition fees within DoD enterprise. (2010)
2.5 Capability fielded to meet Warfighter needs. **Success**: • We have established leading indicators for Acquisition Program Baselines (APBs), ensuring programs delivered to the Warfighter provide predictable performance.						
2.5.1	Establish Program Baseline Assurance Process A&T/PSA					✓ Improve the decision making process through timely identification of, and correction of, potential APB beaches via process improvements for existing reporting systems. (Sep 07) ✓ Draft implement and measure results for APB compliance improvements (Sep 07) • All MDAPS have improved APB business rules for compliance (Sep 08)
2.5.2	Use Unmanned Air Systems (UAS) Task Force (A&T) to define and oversee execution of a coherent DoD corporate strategy for UAS development, production and operation					✓Coordinate with FAA to allow DoD UAS improved access to the National Airspace System. (Jul 08) (A&T) • Coordinate with DHS to form an advisory group to explore cooperation in development, acquisition, operation, and support of UAS for DHS and DoD. (Jan 08) (A&T) • Develop strategy for increased competition in DoD UAS development and acquisition. (Jul 08) (A&T)

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Goal 3
Focused Technology to Meet Warfighting Needs

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.1 Investments deliver innovative, product-ready technology. **Success:** • We have driven the DoD research and engineering investment to reduce risk in programs, and to take advantage of technology opportunities, to affordably and rapidly add military capability and address warfighting gaps.						
3.1.1	Conduct quick look and early technology readiness assessments. DUSD(S&T)					✓ Complete assessments for all MS A and pre-MS B ACAT I and special interest programs. (ongoing), Assessments complete for FY 07.
3.1.2	Conduct manufacturing readiness level assessments. DUSD(AS&C)					• Complete Manufacturing Readiness Level Assessments for MS A and pre-MS B programs. (ongoing)
3.1.3	Advocate and guide investments to deliver new steps in military capability. DUSD(S&T)					• Focus on following areas: Biometrics; Human, Social, Cultural and Behavior Modeling; Power and Energy Alternatives and Efficiency; Iridium GPS; Any Sensor, Any Weapon; Mini-SAR. (Dec 07) • Initiate, with USD(I) (A&T) a review of emerging capabilities as a precursor to GDF directed study. (Jan 08) • Identify potential adversary's disruptive technologies. (Mar 08) • Deliver roadmap with strategic program options to maximize probability of maintaining U.S. capability advantage. (Jul 08) • Develop procedures for CSB integration with ongoing Capability Portfolio Management (CPM) activities. Test case CSBs for 2-3 selected JCTDs to determine applicability pre-POR. (Jul 08) (DDR&E Support)
3.1.4	Promote and shape investments to lower costs and development time for the enterprise. DUSD(AS&C)					• Focus on following areas: Airborne Communications Relay; AIRSS; Software Intensive Systems; Manufacturing Technology. (Dec 07)
3.1.5	Develop and field innovative solutions to meet GWOT and other military needs. Dir, RRTO					• Use CTTTF, QRF, and Force Transformation. (~~Sep 07~~ ongoing) • Expand (through DPA Title III) domestic production capability for Amplifying Fluorescent Polymer (AFP) Based IED detection devices. (Jan 08) (DDR&E) • Decrease Low-Observable Material Manufacturing Initiative (LOMMI) production costs by 20%, and increase material performance for survivability in the kill chain. (Dec 08) (DDR&E) • Transition Automated Change Detection to US Army, Airborne Surveillance, Target Acquisition and Minefield Detection System (ASTAMIDS) program in FY 08. (Sep 08) (DDR&E) • Incorporate Change Detection capability into the Marine Corps' newest ATARS ground station. (Sep 08) (DDR&E)
3.1.6	Take proactive steps to transition technology programs. DUSD(AS&C)					• Proactive steps taken to transition technology programs. (ongoing)
3.1.7	Define and conduct JCTDs which meet Combatant Command needs. DUSD(AS&C)					✓ Define and conduct JCTDs that meet Combatant Command needs and successfully transition. (Dec 06)
3.1.8	Conduct Defense Support Team (DST) activities to assist ACAT Programs. DUSD(S&T)					• Complete at least three DST activities. (~~Oct 07~~ Dec 07) • Complete Phase 1 R&E Database. Issue guidance for refinement. (Apr 08)
3.1.9	Review 6.4 (BA 4) programs to provide technology, engineering, and program management oversight on an annual basis. DUSD(S&T)					• Review all 6.4 (BA 4) programs on an annual basis. (ongoing)

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Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.2 Joint and Interoperable is the way of doing business. **Success:** • We constantly review investments of taxpayer dollars to ensure that the driving imperative is to deliver value for the DoD enterprise and the Combatant Commander who must synchronize military might.						
3.2.1	Support Joint Analysis Team (JAT) initiatives. DUSD(S&T)					• Complete initial/follow-on phase on Networking, Radars, Heavy Trucks, and Air Drop Delivery Systems. (~~Sep~~ 07 Dec 07) • Initiate and complete new JATs on Light Tactical Wheeled Vehicles, Communications Systems, and at least two other high payoff areas. (~~Aug 07~~ Dec 07) • Continue Radar JAT Roadmap Version 2.0. (Sep 08) (DDR&E) • Initiate CyberProtection JAT and deliver recommendations. (Sep 08) (DDR&E) • Establish process for integrating JATs into Capability Portfolio Management (CPM) infrastructure plans and investment recommendations for developmental capabilities. (Feb 08) (DDR&E) • Initiate Defense Experimentation JAT to address divergent joint and Service experimentation infrastructure investments, seeking integrated solutions for modeling & simulation, scenario generation, and network distribution capabilities for the Defense Experimentation enterprise. (Jan 08) (DDR&E)
3.2.2	Support SPG Task Force. Dir, P&P					✓Initiate two new SPG-directed efforts. (Mar 07) • Embed with policy to identify new opportunities. (Oct 07) • Continue efforts on Energy and Power Alternatives and Efficiency; and Any Sensor, Any Weapon. (ongoing) • Support FY 08 SPG tasked items. (Sep 08)
3.2.3	Develop a roadmap for delivering advances in radiation hardened components for space and weapon programs. DUSD(S&T)					✓Develop a roadmap for delivering advances in radiation hardened components for space and weapon programs. (May 07)
3.2.4	Identify areas of capability or mission overlap and engage discussions on harmonizing requirements and development programs. DUSD(S&T)					• Identify areas of capability or mission overlap and engage discussions on harmonizing requirements and development programs, such as Navy and Air Force Mode 5 systems. (ongoing)
3.2.5	Ensure coordination and collaboration across the DoD S&T program. DUSD(S&T)					✓Implement/apply Reliance 21 process. (Oct 06)
3.3 Vibrant S&T program that delivers results and attracts highly capable people. **Success:** • We ensure the future of this Nation through an active and aggressive research and engineering portfolio that attracts the best and brightest in America—scientists, engineers, students.						
3.3.1	Drive greater use of prototyping into DoD acquisition programs. DUSD(S&T)					• Increase number of prototypes fielded. Use Joint Light Tactical Vehicle as first effort. (Sep 08) • Assess pre-MDAP programs to determine good candidates for competitive prototyping. (Jun 08) (A&T) • Require manufacturing process be evaluated prior to MS B and have a funded plan to meet MS C requirements. (DDR&E)
3.3.2	Define new or disruptive technology initiatives. ~~DUSD(S&T)~~ P&P					✓Ensure DIA support in identifying disruptive technology initiatives. (Aug 07)
3.3.3	Attract students at elementary, middle, and high school levels to pursue careers in science and engineering. DUSD(Labs/BR)					✓Establish a DoD outreach program. (Mar 07)

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
3.3.4	Support National Defense Education Program. DUSD(Labs/BR)					✓ Increase funding over FY 06 levels to expand the scope of the National Defense Education Program. (Aug 07)
3.3.5	Ensure grant and fellowship programs are providing maximum benefit to DoD and the taxpayer. DUSD(Labs/BR)					✓ Conduct review of all grant and fellowship programs. (Mar 07) • Modify grants and fellowships as necessary. (ongoing)
3.4 S&T processes deliver maximum value for the tax dollar. **Success**: • We take personal responsibility for boundary-less coordination of research and engineering investments and ruthlessly refine our processes to eliminate any action that does not support producing technology that provides warfighting advantage.						
3.4.1	Enable greater coordination and collaboration on S&T programs. Dir, P&P					✓ Formalize Reliance 21. (Dec 06) ✓ Send Strategic S&T priorities letter to Services and Agencies. (Jan 07) ✓ Develop and evolve a database of S&T Programs. (Jan 07) ✓ Stand up ad hoc focus teams to coordinate additional collaborative S&T teams. (Mar 07) • Hold comprehensive S&T reviews. (ongoing)
3.4.2	Ensure active DDR&E leadership in technology strategic planning and full participation in the POM process. DUSD(S&T)					✓ Execute the new Reliance 21 process. (Aug 07)
3.4.3	Enhance value of the Independent Research and Development (IRAD) process. DUSD(Labs/BR)					• Review IRAD process and propose adjustments. (~~Sep 07~~ Mar 08)
3.4.4	Increase buying power and reduce overhead at DoD Laboratories. DUSD(Labs/BR)					• Review DoD Laboratory processes and operations to look at increasing buying power and reducing overhead. (Dec 07)
3.4.5	Expedite hiring. DUSD(Labs/BR)					✓ Identify and advocate adoption of procedures to expedite hiring. (Feb 07)
3.4.6	Enhance the Military Critical Technologies List (MCTL) process by improving relevance and utility. DUSD(ITS)					✓ Urgently update the MCTL assessments in key areas. (Apr 07)
3.4.7	Reduce timeline for International Project Agreements. DUSD(ITS)					✓ Identify steps to reduce the current 18+ month timeline for International Project Agreements. (Apr 07)
3.4.8	Take steps to drive the pursuit of technical intelligence. Dir, P&P					✓ Apply technical intelligence to S&T investment decisions. (~~Sep 07~~ ongoing)
3.4.9	Identify and pilot the use of S&T program metrics. Dir, P&P					• Use S&T program metrics to measure success and effectiveness. (~~Jun 07~~ ongoing)
3.4.10	Develop S&T Strategic Plan. Dir, P&P					✓ Publish an S&T Strategic Plan. (May 07)
3.4.11	Identify and establish metrics for the DoD Enterprise S&T Investment Level. Dir, P&P					✓ Establish metrics for the DoD Enterprise S&T Investment Level. (Jun 07)

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Goal 4

Cost-Effective Joint Logistics Support for the Warfighter

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
4.1 The integration of Life Cycle Management (LCM) Principles into DoD and Service Acquisition and Sustainment Processes, in terms of incorporation of readiness requirements, outcome-based performance, contract provisions into life cycle standards and fully integrated into acquisition milestone compliance beginning with Milestone A, and legacy (post production) materiel readiness sustainment for: • Reliability and sustainability standards, with roadmaps and schedules for achieving. • Non-exclusive intellectual property rights and complete component and end-item documentation included in acquisition contracts, including COTS products on an EOL basis. • Materiel readiness standards to be achieved and maintained by each major weapons system or equipment end-item throughout life cycle. • Total Ownership Cost of availability forecasts built into contract cost provisions and sustainment metrics. • Diagnostic and predictive monitoring systems and metrics to be incorporated into all high-cost failure critical components of ACAT-I thru IV acquisition programs. • Post-production monitoring of equipment performance of ACAT-I thru IV systems to identify major readiness degraders (reliability, cycle time, cost) issues requiring corrective engineering and/or maintenance servicing. • Life cycle availability, reliability, cycle time, and cost considerations governing sustainment and acquisition decisions. **Success**: • We have fully incorporated LCM principles into the mainstream of "Big A" acquisition and sustainment processes and decisions.						
4.1.1	Integrate LCM Principles into "Big A" acquisition and sustainment processes/decisions. Various OPRs (See Individual Metrics)					✓ Formation of AT&L "Tiger Team" composed of SES reps from L&MR-MR&MP, Defense Procurement and Acquisition Policy, Defense Systems, Program Analysis and Evaluation, Personnel and Readiness, Service Reps, and DCMA to frame strategy and program to implement policies. (Mar 07) (Dave Pauling) ✓ Establish pilot for selected weapon systems to test alignment of resources to support targeted sustainment outcomes during PR 09. (Jul 07) (Alan Estevez) • ~~Prepare memo for~~ Finalize USD(AT&L) ~~that approves Tiger Team~~ memo directing implementation strategy of Task Force recommendations ~~and directs way ahead~~. (~~Jul 07 Oct~~ Dec 07) (L&MR) • ~~Tiger Team draft and circulate for coordination new draft directives and instructions governing revisions to DoD Acquisitions and Sustainment processes and discipline to incorporate LCM principles (Oct 07). Identify specific changes to DoD policy, processes, and documentation to implement approved recommendations (Dec 07) (L&MR)~~ • Complete Coordination process and publish all new/updated guidance. (~~Dec 07~~ Jun 08) (L&MR) • Establish oversight mechanisms and programs to continually assess adequacy of above policy and implementation relative to Warfighter needs. (~~Jan~~ Jun 08) (L&MR) • ~~Reassess adequacy/success of above; identify any policy and/or process improvements. (Mar 08 Jun 09) (L&MR)~~ • Implement recommended policy changes (~~Mar~~ Oct 08) • ~~Officially implement/codify improvements required process changes. (Sep 08) (Dave Pauling)~~

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Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
4.2 Integrated supply chain operations that effectively support Warfighters and are efficient from source of supply to point of consumption. **Success**: • We have provided reliable, time-definite, and cost-effective supply chain support to the Warfighter in the field, based on Integrated Supply Chain Management principles.						
4.2.1	Implement an Integrated DoD Supply Chain Operation and streamline the current supply chain functions and activities. Various OPRs (See Individual Metrics)					✓DUSD(L&MR) work with USD(C) to establish a Material Readiness Board to expedite handling of major material readiness and logistics issues. (Jan 07) (Gary Motsek) ✓Complete documentation of supply chain processes covering procurement, storage, strategic distribution, Combatant Command distribution, retrograde and maintenance. (Jun 07) (Jim Hall) ✓Complete analysis of DRMS disposition options for scrap metal and other DMS material. (Apr 07) (Dir, DLA) ✓Oversee plans for sealift and airlift for retrograde and reset operations. (Apr 07) (Earl Boyanton) ✓Define major process functions and deliverables for each function "as is" boundaries of responsibilities, and operational and IT interface requirements. (Jun 07) (Jim Hall) — Recommend changes needed in major supply chain processes, responsibilities, and information flow (Jim Hall) — Boundaries of organizational responsibilities — Interfaces required to ensure seamless transfers of operational responsibility and information. ✓Complete work on DPO DoD Instruction and gain DoD approval. (Jul 07) (Earl Boyanton) ✓Complete analysis of Joint LOGCAP contract option and recommend adoption. (Sep 07) (Gary Motsek) ✓DUSD(L&MR), Director of Logistics J-4 and DPO work with Combatant Commands to accelerate integration of "best management practices" in joint theater logistics concepts into Combatant Command logistical plans to expedite distribution from APODs/SPODs to the "foxhole." (Sep 07) (Gary Motsek) • Conduct analysis of ~~other joint contracting opportunities in deployed Combatant Command operations~~ expansion of all theater supporting contract oversight and develop CASO strawman and pass to USJFCOM for review and experimentation. (~~Sep 07~~) (Nov 07). (Gary Motsek) • Establish Logistics Portfolio governance and support structure recommendation for Defense Logistics Executive. (Dec 07) (Jim Hall) • Work with Military Services to strengthen Service requirements forecasting processes, and priority setting procedures for ordering DLA-managed items. Readiness Based Sparing pilots completed and way ahead is defined. (Mar 08) (Alan Estevez and Dir, DLA) • DUSD(L&MR), DLA Director, and DPO, in coordination with DUSD(BTO), Military Services, and Combatant Commands, define plan for integrating IT from procurement to delivery to provide real-time asset tracking and reliable time-definite delivery. (Mar 08) (Alan Estevez) • DUSD(L&MR), DLA Director, and DPO, in coordination with Military Services and Combatant Commands, define plan for reliable "delivery-to-the-foxhole" schedule predictability. (Mar 08) (Alan Estevez) • DUSD(L&MR) work with Service Logistics Directors, Materiel Command Commanders, and USJFCOM to incorporate retrograde management doctrine and plans into early deployment operations. (Mar 08) (Gary Motsek)

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						• Complete work on To Be Roadmap. (Mar 08) (Jim Hall) • Advise Joint Cross Service Group to lead initial BRAC pathfinders for DLR procurement and supply, storage, and distribution decisions. Commodity management principles embedded in DLR procurement implementation plan and Joint Regional Materiel Handling Inventory and Materials Management (JRIMM) principles embedded in supply, storage, and distribution implementation plan. (Nov 08) (Alan Estevez) • Optimal inventory positioning strategy, utilizing Strategic Distribution Platforms (SDP) and Forward Distribution Points (FDP). (Nov 08) (Alan Estevez and Robert Dail) • Advise USTRANSCOM on implementation of Alaska RFID program. (Nov 08) (Alan Estevez and Robert Dail)
4.3 Strengthened logistics management skills in DoD staff and within the Services/Agencies. **Success**: • We achieved a stronger DoD logistics management competency, both in capability of DoD personnel and the efficiency of DoD processes in this area, that allows us to realize outcomes 4.1 and 4.2.						
4.3.1	Strengthen logistics management skills within DoD. Various OPRs (See Individual Metrics)					✓Develop a professional development plan for each member of L&MR staff and implement first year's component. (Feb 07) (All ADUSDs) ✓DUSD(L&MR) meet with JS J-4, Service Logistics Directors, and Materiel Command Commanders to explore opportunities and requirements to expand professional logistics education and training at senior staff and command programs. (~~Mar~~ Sep 07) (Jack Bell) ✓Conduct an analysis of Combatant Command and Service requirements for professional logisticians at the O-5 to O-8 levels. (Sep 07) (Gary Motsek) • DUSD(L&MR) explore with NWC, NDU, ICAF, and DAU opportunities to add more logistics modules to programs; DUSD(L&MR) coordinate with USD(P&R) to discuss assessments and make recommendations. (Mar 08) (James Hall) • Initiate curriculum development for military training at Senior Staff Colleges and Senior Service Colleges (May 08)
4.4 Provide support to U.S. and coalition Forces. **Success**: • ~~MoD/MoI procurement and logistics support capabilities analyzed and identified.~~ • ~~Gaps identified and mitigated.~~ • ~~Support needed from DoD to further develop MoD/MoI capabilities needed to achieve self reliance determined.~~ • Provide avenue for COCOMs, Services, and Agencies to resolve DoD policy issues which may impede achievement of operational need. • Support provided through a Council of Colonels with OSD principals adjudicating issues that cannot otherwise be solved. • Supported by the Deputy of Defense.						
4.4.1	Resolve critical time sensitive issues for organizations with immediate operational needs. ADUSD(PS)					✓Award Contract ✓Convert Contract deliverables into managed metrics • Council of Colonels meets on "as-needed-basis" and within fourteen days of receiving issue for council consideration. • Council of Colonels decisions enacted within thirty days of council decision.

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Goal 5
Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
5.1 Effects of DoD policy and program decisions on the industrial base, and the extent to which industry decisions limit or expand DoD options, understood. **Success:** • We established baseline criteria from which to evaluate and define desirable attributes for the Defense industrial base, and develop methodology to assess industry progress towards desirable attributes.						
5.1.1	Define Desirable Defense Industrial Base Attributes. A&T/IP Secondary: PSA, SSM, DDR&E, I&E, L&MR	■	■	■	■	✓Define desirable attributes for the Defense industrial base. (Sep 07) ✓Develop methodology to assess industry progress towards desirable attributes. (Sep 07) • Assess industry segments against desirable attributes using the defined methodology. (ongoing)
5.1.2	Conduct focused studies to evaluate emerging areas of interest in the industrial base			■	■	• Conduct approved IP studies. (ongoing) • Conduct other industrial base studies. (ongoing)
5.2 DoD research and development, acquisition, and logistics decisions expand and sustain the industrial base to encourage competition and innovation for essential industrial and technological capabilities. **Success:** • We have identified and implemented policies to prevent DoD contractors from inappropriately favoring in-house capabilities. • We have engaged with industry for targeted improvement in the DoD industrial base workforce. • We have encouraged participation of non-traditional suppliers, including small business, in DoD procurement. • We have maintained a competitive environment within industry segments supporting DoD acquisition of services.						
5.2.1	Implement Contractor Vertical Integration Policies. A&T/IP Secondary: DPAP, PSA	■	■	■		• Identify and implement policies as necessary to prevent DoD contractors from inappropriately favoring in-house capabilities. (~~Sep 07~~ Mar 08)
5.2.2	Characterize Industrial Workforce. A&T/IP Secondary: DPAP, PSA, SSM, DDR&E	■	■	■	■	• Define key contractor workforce capabilities (KSAs) necessary for successful DoD programs (specifically, software development and helicopter design/production). (~~Sep 07~~ Mar 08) • Assess the extent to which contractor workforce possesses key capabilities. (Mar 08) • Recommend policies and acquisition strategy elements, which recognize and mitigate contractor workforce limitations. (Sep 08) • Develop and establish incentives to encourage long-term improvement of contractor workforce as necessary to meet DoD requirements. (Sep 08)
5.2.3	Expand Non-Traditional Supplier participation in DoD Acquisition. A&T/IP Secondary: DPAP, PSA, SSM, DDR&E	■	■	■	■	• Identify and evaluate barriers to participation by non-traditional suppliers. (~~Sep 07~~ Mar 08) • Recommend any regulatory changes necessary to promote expanded participation by non-traditional suppliers. (~~Sep 07~~ Mar 08) • Recommend to Congress any legislative changes necessary to promote expanded participation by non-traditional suppliers. (Sep 08)
5.2.4	Characterize Competitive Services Industry. A&T/IP Secondary: DPAP	■	■	■	■	✓ Characterize and assess the industry segments supporting DoD acquisition of services. (Sep 07) • Recommend and implement changes in services acquisition processes and policies to enhance competition. (Sep 08)

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Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
5.3 Statutory processes and decisions leveraged to enable a capable, competitive, and reliable industrial base. **Success:** • We have ensured that Defense Priorities Allocations System (DPAS) decisions provide materials to the most important users, first. • We have leveraged the benefits of globalization to increase competition and enhance access to global markets.						
5.3.1	Improve DPAS A&T/IP Secondary: PSA, DPAP, SSE					✓ Revise DX ratings list to reflect current program priorities and required industrial responsiveness. (Sep 07) ✓ Recommend/implement improvements to the Special Priorities Assistance process to improve responsiveness. (Sep 07)
5.3.2	Improve Access to Global Markets. A&T/IP					• Develop legislative proposals and recommended regulatory improvements. (Sep 08) • Implement new authorities. (Sep 08)
5.4 Contract finance and profit policies drive desired results. **Success:** • We have promoted DoD industry industrial/technological capability improvements. • We have improved results of contract profit and award/incentive fee policies.						
5.4.1	Develop Policies that Enhance Technological/Industrial Capability. A&T/IP Secondary: SSM, DDR&E, PSA					• Identify and evaluate financial and economic factors that influence contractor decisions to invest in R&D, capital equipment, and workforce improvements. (~~Sep~~ Oct 07) • Identify and evaluate factors that influence contractor decisions to rationalize production facilities. (~~Sep~~ Nov 07) • Recommend and establish changes to DoD policies to incentivize desired investments. (Sep 08) • Recommend changes to DoD policies and develop legislative proposals necessary to encourage appropriate rationalization. (Sep 08)
5.4.2	Modify Award and Incentive Fee Policies to Improve Effectiveness. A&T/DPAP Secondary: IP, SSE, PSA					✓ Correlate profits (including award and incentive fees) with contractor performance for selected completed contracts. (~~Sep~~ Oct 07) • Recommend changes to DoD policies and develop legislative proposals necessary to encourage desired contractor performance. (Sep 08)

Goal 6
Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.1 DoD Decision Processes supported by data and using best business practices. **Success**: • We have established successful Communities of Practice (CoPs) for four areas—Science and Technology (S&T), Acquisition, Logistics, and Installations—that allow timely, substantive collaboration, for planning, research, programming and budgeting, among (and within) OSD, Joint Staff, the Services, and major Defense Agencies. • We have data, metrics, and tools to support capability-based portfolio analysis for several portfolios. • We have customer contracts, balanced scorecards (or equivalent metrics), and Boards of Directors/Customers in place and making significant contributions to how we operate all six AT&L Defense Agencies. • We have a corporate, integrated international strategy in areas of interest to AT&L. • We have a corporate, integrated joint testing and training capability for weapons systems. • We have continuously integrated interagency exercises, testing, and commissioned studies, supporting methodology-enabling cradle-to-grave improvements in the Nuclear Command and Control System (NCCS).						
6.1.1	For high priority capabilities that are important to the joint Warfighter, enable decision processes that are transparent and timely. Support processes that define coherent, central direction and lead to federated activity, which is transparent, allowing for focused oversight. Various OPRs (See Individual Metrics)	■	■	■	■	✓ Initiated Summer Study to compare Warfighter's capability desires and priorities with the current funded program of record. Publish an Achievable Capabilities List. (Sep 07) (MDA) ✓ Pursue SAR-PB Variance Pilot Study with recommendations for PB 09 procedures. (Sep 07) (ARA) ✓ Establish an information sharing Functional Business Area CoP in four areas: S&T, Acquisition, Logistics, and Installations—two or more may be combined under one CoP. NOTE: Requires commitment of DDR&E, A&T, ARA, L&MR, I&E, PA&E, Comptroller, and the Services. (Sep 07) (Dir, ARA) • Provide structure to organize and integrate individual acquisition efforts and conduct acquisition planning required to transition the BMDS to Services and potentially establish MDA as a Combat Support Agency. (TBD) (MDA) • CoP users are able to share authoritative data and exchange information in pursuit of shared goals and business processes (per schedule in implementation plan). (Mar 08) (Dir, ARA/COI) • Functional business areas share authoritative data/ exchanging information in pursuit of shared goals and business processes. (Sep 08) (Dir, ARA/COI)
6.1.2	Develop common measurement, data, knowledge management, and other tools and capabilities. Various OPRs (See Individual Metrics)	■	■	■	■	✓ Initiate a structured process for assessing Element and System execution of MDA Program Management Directives (PMDs) and the Program Directive (PD). (Jun 07) (MDA) ~~• Establish Business Systems position (GS-15) in USD(ARA). (Jul 07) (ARA)~~ ✓ Develop comprehensive census of Acquisition-related IT systems, with technical and institutional characteristics. (Aug 07) (ARA) • Synchronize enterprise technical approaches to ensure alignment with DoD net-centric objectives. (Mar 08) (COI) • Sustainment funding in-place for the collaborative environment/data transparency. (Sep 08) (ARA/AM)

Key
✓ = Completed Metric
■ = Completed Initiative
■ = New Item
— = Modified Item

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.1.3	Manage AT&L Defense Agencies like the businesses they are. Various OPRs (See Individual Metrics)					✓Have customer contracts, balanced scorecards, and Boards of Directors/Customers in place for MDA and DLA, and approved plans executing to create such contracts/scorecards/boards for DARPA, DTRA, DCMA, and BTA. (Sep 07) (ARA) • Have customer contracts, balanced scorecards, and Boards of Directors/Customers in place and operating for all six AT&L Defense Agencies. (Sep 08) (ARA) • DCMA is a Performance-based Organization. (Sep 08) (A&T)
6.1.4	Develop an integrated strategy-driven international process. IC					✓Publish updated regional Armaments Cooperation Strategies (ACS) for Europe and Pacific Regions in coordination with OUSD(Policy) and the Joint Staff. (Sep 07) • Selected AT&L Organizations and AT&L Defense Agencies develop individual international strategies in coordination with IC. (Sep 07) (DPAP, IP, L&MR, NCB, DDR&E, DARPA, DLA, DTRA, DAU, SP) • Update AT&L Capability Area Roadmaps to include International Coalition section identifying areas for international cooperation. (Mar 08) • Develop a Strategy-Driven International Process. Should incorporate and link Goal 3.4.7.—Reduce Timeline for International Agreements. (Dec 07) (IC) • At all milestone reviews, including DoD Component-level reviews, the Milestone Decision Authority will assess program compliance with regional Armaments Cooperation Strategies and Capability Area Roadmaps. (Sep 08) • Update Building Partnership Capability (BPC) Roadmap to reflect integrated AT&L international strategy. (Sep 08)
6.1.5	Develop integrated and sustainable test and training capabilities. TRMC					• Initiate a Joint Mission Environment Senior Advisory Group (JME SAG)—identify three or more crosscutting issues (governance, technical, or budget) for convergence. (~~Sep~~ Nov 07) ✓Execute the FY 07 Joint Mission Environment Test Capability (JMETC) Program Plan. (Sep 07) • Resolve three crosscutting issues as identified by the JME SAG. (Mar 08) • Build the FY 08 JMETC Program Plan and execute at least one event in the JMETC environment. (Mar 08) • Execute at least three events in the JMETC environment. (Sep 08) • Develop investment programs in at least two additional areas of common range instrumentation other than common airborne instrumentation. (Sep 08)

Goal 6
Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.1.6	Develop improved management of Chem-Bio program and Nuclear Weapons Council. NCB					✓ Implement the two-tier Chem-Bio Defense Program (CBDP) oversight process. Align Chem-Bio requirements, S&T, Test and Evaluation (T&E), and acquisition programs. (Sep 07) ✓ Implement the Chem Demil Strategy governance plan to destroy U.S. chemical weapons in a safe, timely, and cost-effective manner. (Sep 07) • Provide effective decision making to link nuclear stockpile life extension/transformation programs; synchronize weapons refurbishment/development of capabilities. (Mar 08) • Implement a process to coordinate DoD and DOE budget issues related to U.S. nuclear weapons stockpile. (Mar 08) • Increase nuclear infrastructure responsiveness by supporting the Reliable Replacement Warhead program and new triad. (Sep 08) • Integrate interagency exercises, testing, and studies results to support achieving cradle-to-grave improvements in the NCCS. (Sep 08)
6.2 Strategic goals supported by leveraging "best practices" in DoD "Big Acquisition" processes (e.g., managing the force and fixing the GAO high risk areas). **Success:** • We have implemented "best practices" in support of AT&L's goals. • We have removed at least one of DoD's high risk areas from Government Accountability Office's (GAO) list. • We have implemented a much improved A-76 competition process.						
6.2.1	Implement best practices. Various OPRs (See Individual Metrics)					• Increase privatization of facilities to improve operation, sustainment, and recapitalization. (Sep 07) (I&E) ✓ Ensure that each of DoD's Federally Funded Research and Development Centers (FFRDCs) has implemented a comprehensive Conflict of Interest policy. (Sep 07) (ARA/OSD Studies) • Initiate a study to review the financial direction in the Financial Management Regulations in order to improve the intent of the charge policy mandate in the FY 03 National Defense Authorization Act (NDAA); publish the FY 07 certification report. (Mar 08) (TRMC)
6.2.2	Mitigate DoD high risk areas. Various OPRs (See Individual Metrics)					✓ Achieve tasks laid out in plans for "Managing the Force," and correction, in partnership with the Office of Management and Budget (OMB) and GAO, of the GAO-identified high risk areas. (Sep 07) (Process Owners) ✓ Successfully program in the FY 08 Program Objective Memorandum (POM) the two highest priority capability gaps identified in the FY 05 Strategic Plan. (Sep 07) (TRMC) ✓ Publish the FY 07 Strategic Plan for DoD T&E Resources. (Sep 07) (TRMC) • Establish key Knowledge Centers, led by small team of highly qualified experts who can proactively identify technical risks before they become issues, bring to bear in-depth technical resources to help resolve them, and share that knowledge across MDA - Identify and interview prospective candidates (~~Sep 07~~ Mar 08) (MDA) • Get one of DoD's high risk areas off the list, while the other five are being resolved via a plan agreed to by DoD, OMB, and GAO (NOTE: Requires commitment of A&T/DPAP, L&MR, BTA, and I&E as well as USD(Comptroller)). (Sep 08) (A&T/DPAP, L&MR, BTA, and I&E)

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Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
						• Conduct up to six additional assessments at Major Range and Test Facility Base (MRTFB) locations, and develop a lessons-learned guidebook to transfer the oversight to internal Services' Inspector General (IG) or Audit Agent (AA) organizations for continuation of the assessment process. (Sep 08) (TRMC)
6.2.3	Improve A-76 competition process. I&E					✓Implement improved A-76 competition process to improve efficiency in commercial functions. (Sep 07)
6.3 A net-centric data environment with acquisition enterprise and life cycle management data/facts for decision making, through business transformation. **Success:** • We have a transparent acquisition management information/data capability used by OSD, Joint Staff, and the Services. • We have an analytical tool kit using earned value and work breakdown structure data that alerts PMs and stakeholders of potential problems. • We have, within the principles of a Service Oriented Architecture (SOA), employed the principles such as enter once—use many by both identifying authoritative data sources and converting competing applications to services, which are published for use across the entire Department. • We have a capability in place to value military equipment and, through the use of item UIDs, to track assets through their life cycle.					
6.3.1	Develop a transparent acquisition management information/data capability for use across OSD, Joint Staff, and the Services. Various OPRs (See Individual Metrics)					✓Achieve data sharing across Services, OSD, and Joint Staff by linking Defense Acquisition Management Information Retrieval (DAMIR) to Components' acquisition and sustainment management information/data systems (AIM, SMART, and Navy Dashboard). (Sep 07) (ARA) • Establish a Selected Acquisition Report (SAR) Web Application in DAMIR to capture remaining SAR specific statutory requirements. CARS retired. (Mar 08) (ARA/AM) • Have a transparent, enterprise-wide acquisition management information/data capability used by OSD, Joint Staff, and the Services. (Sep 08) (ARA/AM) • Expand DAMIR to meet emerging data requirements, as necessary. (Sep 08) (ARA/AM)
6.3.2	Develop an analytical tool kit using earned value and work breakdown structure data. Various OPRs (See Individual Metrics)					✓Establish a central repository to warehouse work breakdown structure and earned value information—beginning with nine pilot programs. (Sep 07) (ARA, PA&E, DCMA) • Develop and evaluate analysis tools using earned value and work breakdown structure and sustainment data to improve contract performance assessments and life cycle sustainment (readiness/availability, reliability, cycle time, ownership cost) effectiveness. (~~Sep~~ Dec 07) (ARA, A&T, PA&E, DCMA, MR&MP) • Identify and get agreement on a set of cost and benefit measures and incorporate them in a critical acquisition and sustainment process metrics system. (Dec 07) (ARA, A&T, MR&MP) • Ensure that contractor Earned Value Management (EVM) systems have the capability needed to accurately reflect program performance, and that the systems have the data integrity required in order to use the information for oversight purposes. (Mar 08) (DCMA) • Have all work breakdown structure and earned value information in a central repository. (Sep 08) (ARA/AM) • Field an analytical tool kit (using earned value and work breakdown structure data) that alerts Program Managers (PMs) and stakeholders of potential problems. (Sep 08) (ARA/AM)

Goal 6
Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.3.3	Implement Service Oriented Architecture (SOA) Principles to identify authoritative data sources and convert competing applications to services that are published for use across the entire Department. BTA					✓Deliver the Enterprise Transition Plan (ETP) as provided to the Congress, for Defense Business Transformation (FY 07). Achieve tighter integration between the ETP and the Supply Chain High Risk Plan, thus supporting better decision making by the Investment Review Boards on Business Systems. (Sep 07) • Begin to deliver Enterprise Services as defined in the ETP. (Mar 08) • Execute ETP for FY 07. Deliverables TBD. (Sep 08)
6.3.4	Develop capability to value military equipment and track assets through life cycle. Various OPRs (See Individual Metrics)					✓Establish enterprise-wide accountability for Navy military equipment assets (ships, airplanes, and other major equipment) to include item unique identification of those assets. NOTE: Requires Navy to Unique ID (UID) its legacy assets. (Sep 07) (ARA, DPAP, MR&MP) ✓Complete a prototype demonstration that defines the Acquisition Program UID (APUID) data structures, business rules, data store and access requirements, and data capture for existing weapon system programs and DoD depot maintenance support and integrates with the item unique identification registry. (Sep 07) (ARA, DPAP, MR&MP) • ~~Close all AT&L material and systemic weaknesses identified in the annual Statement of Assurance, in particular the five weaknesses that are due for closure in FY 07. (Sep 07) ongoing (Applicable Organizations)~~ • Close the AT&L systemic weakness for Real Property Infrastructure. (Jan 08) (I&E) • Prototype an automated military equipment valuation process using the USMC. (Sep 08) (ARA, P&E) • Have a DoD APUID system operating. (Sep 08) (ARA, DPAP)
6.4 Continuous Process Improvement (CPI), using techniques such as Lean Six Sigma. **Success**: • We have applied continuous process improvement to major high impact core AT&L value streams in the S&T, Acquisition, Logistics, and Installations areas, at a minimum.						
6.4.1	Institutionalize Weapons System Life-cycle Management (WSLM). Various OPRs (See Individual Metrics)					✓Stand up a Weapons System Life-Cycle Management (WSLM) governance body; get its charter approved, identify business process re-engineering initiatives. (Sep 07) (ARA/AM) • Publish a WSLM-approved set of Business Process Re-engineering initiatives, with a defined timeline of key events and milestones. (Mar 08) (ARA and WSLM Stakeholders) • Have WSLM approved BPR initiatives on schedule for implementation. (Sep 08) (ARA and WSLM Stakeholders)
6.4.2	Deploy Information Management System to support the Defense Acquisition Board (DAB)/ Defense Acquisition Executive Summary (DAES) processes. Various OPRs (See Individual Metrics)					✓Develop//implement a methodology to identify and define data element requirements for the Information Management system supporting the DAB/DAES processes. (Sep 07) (ARA/AM) • Reduce documentation requirements by integrating Title 40 (Clinger-Cohen Act) provisions with the acquisition process. (Sep 07) (ARA/AM) • Information Management System supporting Acquisition Program Baselines (APBs), Acquisition Strategy Reports (ASRs), Systems Engineering Plans (SEPs), and Test and Evaluation Master Plans (TEMPs) are operational/the next-lower document-building data elements identified for Integrated Master Schedule (IMS). (Mar 08) (ARA) • IMS fully implemented, methodology fully defined and operational. (Sep 08) (ARA and WSLM Stakeholders)

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.4.3	Apply Continuous Process Improvement to major high impact core AT&L value streams. L&MR					✓Chair DoD-wide CPI Senior Steering Committee to broaden and accelerate application of CPI DoD-wide. (Sep 07) ✓Stand up an AT&L CPI Leadership Deployment Team; get its charter approved, and identify high impact core AT&L value streams. (Sep 07) ✓Implement three CPI projects to support improved high impact value streams. (Sep 07) ✓100% of AT&L direct reports complete CPI Champion training and appropriate Green and Black Belt (or equivalent) personnel are trained. (Sep 07) ✓CPI project results are introduced into AT&L's initiative to improve staff effectiveness (staff accountability and NSPS). (Sep 07) • Identify and implement an additional two high leverage AT&L CPI projects that involve two or more of AT&L's direct reports as process champions. (Mar 08) • Establish automated CPI project tracking tool that links CPI resources and results to strategic and customer measures. (Mar 08) • AT&L SES/Flag fitness report bullet that recognizes CPI contributions. (Mar 08) • Formal documentation of CPI project outcomes linked to clear qualitative and quantitative measures using Balanced Scorecard approach. (Mar 08) • CPI has been applied to major high impact core AT&L value streams. (Sep 08) • All AT&L military and civilian performance evaluations and fitness reports recognize CPI contributions. (Sep 08) • Use AT&L CPI Leadership Deployment Team (LDT) to report all projects. (ongoing) (BT) • LDT establish project tracking data base link on ATLnet (data base will provide updated status on all reported CPI projects. (Jan 08) (BT) • Use CPI tools to improve the effectiveness and efficiency of rapid acquisition processes. (JRAC) • Complete one CPI initiative. (Sep 08)

Goal 6
Improved Governance and Decision Processes

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
6.5 Move from transaction-based activity to enterprise-wide life cycle Performance-driven Outcomes (PDO)-based strategy by building on lessons learned from Continuous Process Improvement (CPI) and Performance-based Logistics initiatives. **Success:** • We have standardized outcome-based metrics across the life cycle (defined early in the acquisition process and maintained throughout sustainment), and capabilities-based requirements that include dependability and availability measures for Sustainment Key Performance Parameters (KPPs)/Key System Attributes (KSAs), DAES oversight, and DAES-Sustainment oversight.						
6.5.1	Implement a Performance-driven Outcome strategy across system life cycle. Various OPRs (See Individual Metrics)					✓Develop framework for documenting outcomes associated with performance-driven strategies using performance-to-plan information and cost data to measure, manage, and improve the efficiency and effectiveness of product. (~~Sep~~ May 07) (ARA, DPAP, PSA, MR&MP) ✓Assess experience implementing PDO across system life cycle, evaluate private sector methods for determining when to apply performance-based management techniques, and obtain lessons learned on successful PDO programs. (Sep 07) (MR&MP, DPAP, PA&E, ARA, PSA, Services) • ~~Develop plan to sustain a clear, comprehensive, enduring, and effective program for implementing weapon system acquisition and sustainment programs based on PDOs. (Sep 07) (ARA, DPAP, PSA, MR&MP)~~ PDO efforts will be rolled into Goal 4.1 • Develop a PDO Guidebook for DoD leaders, establishing PDO terminology (based on generally accepted industry standards), PDO acquisition and sustainment strategies, and training requirements/management tools for implementing/operating PDO programs. (Sep 07) (MR&MP) • Identify policy gaps or other barriers to increased use of PDO-based agreements to achieve and sustain material readiness. (Mar 08) (ARA, MR&MP, PSA, COMPT) • Propose appropriate modification to DoD 5000-series and other DoD documents. (Mar 08) (ARA, MR&MP) • Draft policy language for coordination. (Mar 08) (MR&MP) • Institute policy. (Sep 08) (MR&MP, ARA) • Continually assess success of above and identify any policy and/or process improvements necessary. (Sep 08) (MR&MP, ARA, PSA, SSE, COMPT)

Goal 7
Capable, Efficient, and Cost-Effective Installations

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.1 Locate, size, and configure installations to meet needed capabilities. **Success:** • We are repositioning missions through the implementation of BRAC, consistent with approved business plans and Global Defense Posture Review decisions.						
7.1.1	Implement BRAC 2005 recommendations. Mr. Pete Potochney (Dir, BRAC)					• Review, document, and obtain approval of business plan revisions. (~~Sep~~ Dec 07 and semi annually) • Conduct mid-year review of BRAC Business Plans. (Mar 08 and annually)
7.1.2	Sustain Global Defense Posture (GDP) realignment. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					• Publish Sustainment Policy and pilot test tools. (~~Sep 07~~ Mar 08) • Review Sustainment Policy implementation and expanded tool deployment. (Sep 08)
7.1.3	Monitor net costs for reshaping the U.S. DoD footprint. Dr. Get Moy (Dir, Installation Requirements and Management)					✓ Identify and track Facility Investments to implement GDP. (Sep 07 and annually)
7.1.4	Establish/sustain forward operating sites (FOS) and cooperative security locations (CSL). Dr. Get Moy (Dir, Installation Requirements and Management)					✓ Identify essential overseas installation components sites. (Mar 07) • Model common installation support services necessary to operate and sustain FOS and CSL functions. (Sep 08)
7.1.5	Improve Facilities Utilization Rate. Dr. Get Moy (Dir, Installation Requirements and Management)					• Research and develop authorities that support revitalization of existing inventories. (Sep ~~07~~ 08)
7.1.6	Dispose of excess facilities. Ms. Pat Bushway (Installation Requirements and Management)					✓ Review execution of FY 06 Demolition/Disposal plans. (Mar 07 and annually) ✓ Evaluate Facility Investments—Disposal to implement Demolition/Disposal targets. (Sep 07 and annually)
7.2 Deliver effective, safe, and environmentally sound living and working spaces. **Success**: • We have accurately inventoried the owned, leased, and managed real property assets of the Department and understand the nature, location, operational costs, condition, and capability of those assets. We are achieving the objectives of the President's Management Agenda (military housing and real property management).						
7.2.1	Eliminate inadequate housing units. Mr. Joe Sikes (Dir, Housing and Competitive Sourcing)					✓ Award first UPH privatization pilot project for junior enlisted personnel. (Mar 07) ✓ Eliminate inadequate family housing in United States. (Sep 07) • Initiate sustainment and recapitalization metrics for government-owned family housing. (Mar 08) • Develop specific plans to eliminate inadequate unaccompanied personnel housing. (Sep 08)
7.2.2	Assess installation missions in the Defense Readiness Reporting System (DRRS). Dr. Get Moy (Dir, Installation Requirements and Management)					• All real property assets have a valid Facility Quality rating and Mission Dependency rating. (Sep ~~07~~ 08) • Components integrate Installation infrastructure data into the DRRS. (Sep 08)
7.2.3	Develop a suite of standardized military construction program metrics. Dr. Get Moy (Dir, Installation Requirements and Management)					✓ Initial set of DoD common metrics for facilities acquisition. (Mar 07) • Integrate International Building Code 2006 requirements into applicable UFC documents. (~~Sep 07~~ Mar 08) • Fully implement sustainable features in all eligible construction projects. (Sep 08)

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= Modified Item

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.2.4	Develop level of service for delivery of installation support service. CAPT Paz Gomez (Installation Requirements and Management)					✓ Establish Program Elements to support installation support functions. (Jul 07) • Evaluate performance metrics/cost drivers. (~~Sep~~ Dec 07) • Evaluate performance output levels for joint bases. (Mar 08) • Establish common standards and metrics for installation support services. (Sep 08)
7.3 Protect personnel, property, and mission capabilities through informed risk-based decisions. **Success**: • We have improved the protection of personnel, property, and mission capabilities through informed risk-based decisions.						
7.3.1	Identify 100% of sites with known or suspected DoD-caused releases of perchlorate into the environment and ensure appropriate response actions are taken. Ms. Shannon Cunniff (Dir, Emerging Contaminants)					✓ 100% of potential DoD suspected sources of perchlorate in California's drinking water are identified and scheduled for characterization pursuant to the California Prioritization protocol. (Mar 07) ✓ Release FY 06 sampling data summaries. Develop DoD Risk Management Plan for perchlorate. (Sep 07) • Public release of all extant DoD perchlorate response actions and FY 07 perchlorate sampling summaries. (Mar 08) • 75% of DoD installation's sites with known or suspected DoD-caused releases of perchlorate have response actions identified or programmed. (Sep 08)
7.3.2	Install remedies and/or environmental remediation accomplished as necessary at all DERP sites. Mr. Shah Choudhury (Environmental Management)					✓ 100% of IRP high relative risk sites Response Complete or Remedy-in-Place at active installations. (Sep 07)
7.3.3	Identify U.S. Environmental, Safety, and Occupational Health (ESOH) liability and mission impacts during operations and exercises. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					✓ Develop tools to address long-term mission sustainment. (Mar 07) • Implement ESOH policy for operations and exercises. Adjust tools based on pilot tests. (Mar 08) • Pilot test tools at two locations. (Sep ~~07~~ 08) • Program review on ESOH policy implementation. Apply tools to broader number of bases. (Sep 08)
7.3.4	Meet Presidential Safety, Health, and Return to Employment (SHARE) initiative measures. Mr. Curtis Bowling (Dir, Environmental Readiness and Safety)					• Alignment plan—SHARE performance metrics included in CINC award for installation excellence. (~~Sep~~ Dec 07)
7.4 Optimize life-cycle asset investment by balancing resources and risk. **Success**: • We are achieving the objectives of the President's Management Agenda (real property management) and other OMB scorecards (energy conservation, and alternate fuel vehicles).						
7.4.1	Implement Natural Infrastructure Management for Sustainability. Lt Col Marc Hewett (Environmental Management)					✓ Draft measurement framework for common DoD Natural Infrastructure Capability assessment. (Mar 07) ✓ Establish process/metrics for assessing capabilities of natural infrastructure to support mission-essential tasks. (Sep 07) • Initial capability to assess Natural Infrastructure Capability data in the Defense Readiness Reporting System (DRRS). (Mar 08)
7.4.2	Publish Facility Models (Sustainment, Operations, and Modernization). Dr. Get Moy (Dir, Installation Requirements and Management)					✓ Update Business rules (each model) applied to the current Facilities Assessment Database (FAD). (Mar 07)

Goal 7
Capable, Efficient, and Cost-Effective Installations

Outcome/ Success	Initiatives/OPR	3 - 6 mos.	12 mos.	18 mos.	24 mos.	Metrics
7.4.3	Implement Facilities Modernization Rate benchmark. Mr. Thadd Buzan (Installation Requirements and Management)					✓ Evaluate Facility Modernization Model (FMM) based on PB 08 Facility investments. (Mar 07)
7.4.4	Reduce building energy consumption. CDR Brad Hancock (Installation Requirements and Management)					✓ Evaluate annual performance and Services' energy implementation plans. (Mar 07)
7.4.5	Increase percent of purchased and/or generated renewable energy. CDR Brad Hancock (Installation Requirements and Management)					✓ Establish an aggressive renewable energy plan. (Mar 07)
7.4.6	Increase use of alternative fuel vehicles (AFV). Dr. Get Moy (Dir, Installation Requirements and Management)					✓ Publish implementation plan to meet goals. (Aug 07) • Evaluate non-tactical vehicle program. (ongoing)
7.5 Continuous improvement in planning and operations through best business practices and management techniques. **Success**: • We have developed and begun deployment of a suite of business processes, tools, and information requirements that are continuously improved and benchmarked to best practices, supporting comprehensive life-cycle asset management. These are enabling achievement of the objectives stated in the President's Management Agenda (competitive sourcing and real property management), OMB scorecards (environmental management), and the Department's transformation initiatives.						
7.5.1	Implement Real Property Inventory Requirements (RPIR). Ms. Lora Muchmore (Dir, Business Enterprise Integration)					✓ Complete fully populated Space Management data elements for all components. (Sep 07) • Fully populated Core, Financial, and Grant-specific data elements. (Sep 08)
7.5.2	Deploy Real Property Unique Identifier (RPUID). Mr. Craig Adams (Business Enterprise Integration)					✓ Site registry fully operational. (Sep 07) ✓ Asset Registry system initial operational capability. (~~Mar 08~~ Jun 07)
7.5.3	Implement Environment liabilities recognition and requirements. Mr. Bob Turkeltaub (Dep Dir, Business Enterprise Integration)					• Implementation support complete. (Sep 08)
7.5.4	Implement Hazardous materials process controls. Ms. Lora Muchmore (Dir, Business Enterprise Integration)					✓ Components submit HAZMAT implementation plans to OSD. (Sep 07) • ~~HAZMAT Data Master reference data IOC; available for linkage to DLIS data master~~ IOC for the HAZMAT Master Data Capability. (Sep 08)
7.5.5	Improve Environmental Management System (EMS) goals and targets. Lt Col Marc Hewett (Environmental Management)					✓ Components' initial capability to report EMS metrics. (Mar 07) ✓ EMS goals, objectives, and targets identified. (Sep 07) • Publish updated DoD EMS policy. (Mar 08) • EMS goals, objectives, and targets reviewed and updated. (Sep 08)
7.5.6	Improve performance of commercial activities and savings resulting from public-private competition. Mr. Joe Sikes (Dir, Housing and Competitive Sourcing)					✓ All competitions planned for FY 07 announced. (Sep 07)

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Annex 1
$15B in Real Savings

Annex 1
$15B in Real Savings

The first strategic thrust is to focus on the Warfighter with effective, affordable tools for the joint Warfighter as the outcome. The AT&L team must innovate and collaborate to engage the warfighting, requirements, and resourcing communities on behalf of the taxpayer and in doing so, create an enterprise culture that achieves operational excellence while realizing $15B in savings. This annex will be used to track those areas we identify as having potential to contribute to the cost savings. In addition to cost savings from restructuring programs, modifying acquisition or contracting strategies, and various management initiatives, there are improvements we can make in our acquisition and business processes that will result in cost avoidance in future years. This annex will be refined as we move forward.

Cost Savings

Program termination or restructuring

Acquisition strategies

- ***Virginia Class Submarine***

  Cost reduction realized through economic order quantity, design for cost reduction, and efficiency gains.

- ***Joint and Coalition Interoperability for the Warfighter***

  The cost savings associated with building common solutions that benefit joint and coalition warfighting are tremendous when compared to the cost associated with building divergent solutions intended for the same purpose, but lacking interoperability. The Foreign Comparative Testing and Coalition Warfare Programs and international cooperative projects, most notably the Joint Strike Fighter, serve this desirable end.

Contracting strategies

- ***Multi-year Procurements***

  Multi-year procurements result in efficiencies throughout the supplier base that permit substantial cost savings over traditional single year procurements.

- ***Acquisition of Services***

  We are developing and implementing a new DoD Architecture for the acquisition of services with basic tenets to:

  - Clearly expressed requirements, improved statements of work or objectives
  - Apply best practices – commercial as well as Federal
  - Use a performance-based approach
  - Identify appropriate metrics early to enhance post-award performance management
  - Use of quality assurance surveillance plans effectively
  - Incentive structures with metrics tied to expected outcomes as appropriate
  - Review of MIPRs and Interagency agreements
  - Team early with Contracting Officer Representatives, Contracting Officers

  We are identifying best practices, for DoD-wide application, for procurement of services, including identification of Strategic Contracting Tools that provide:

  - A coordinated DoD-wide approach to contracting for services
  - Maximum use of competition
  - Shorter, 3 – 5 year performance periods with off-ramps for poor performers and on-ramps for qualified new entrants
  - Maximum small business participation and opportunities

  We are enhancing Post-Award Contract Performance Management through the early focus on appropriate performance measures, surveillance plans, and early-on engagement of properly trained contracting officer's representatives.

  We are applying these principles during the OSD review of the proposed acquisitions of services valued at $1B or more.

- ***Defense Transportation Coordination Initiative (DTCI)***

  The Commander, U.S. Transportation Command (USTRANSCOM) awarded the DTCI contract in Aug 07, to Menlo Worldwide Government Services, LLC, San Mateo, California. USTRANSCOM's Defense Transportation Coordination Initiative (DTCI) will improve the reliability, predictability, and efficiency of DoD freight shipments moving within the Continental United States through a long-term partnership with this world-class coordinator of transportation management services.

- ***Energy Tech Insertion***

  The Department's Energy Security Task Force (ESTF) has identified a number of initiatives that would, if funded in a year, have positive net present value pay-off within two years. The ESTF shall identify potential initiatives with ROI less than two years.

Acquisition process improvements

- ***Joint Weapons Safety Review Program (JWSRP)***

  Weapons Systems acquired for the USSOCOM must be safety tested by the individual Services' safety review boards. The Services use different safety testing criteria and reviews are conducted serially, not concurrently. JWSRP establishes a common definition of "acceptable" weapon safety test criteria and acceptable results for each weapon system without a compromise to safety.

- ***Innovative Sourcing of Requirements***

  Use Defense Acquisition Challenge (DAC) (with a 10:1 return on investment) to save net present dollars by seeking innovative sources to challenge systems, subsystems and components in the DoD acquisition system. Foreign Comparative Testing (FCT) (with a 7:1 return on investment) will seek allied and international partner industry sources to fulfill Warfighter requirements.

- ***Concept Decision (CD) Process***

  Under the CD pilot initiative, the Department has experimented with "best practice" processes and procedures to refine the CD approach. The CD initiative includes the implementation of Evaluation of Alternatives, which is a combination of the traditional Functional Solutions Analysis (FSA) and Analysis of Alternatives (AoA).

- ***Earned Value Management (EVM) primary and secondary "tripwires"***

  DCMA and OUSD (A&T) have developed Earned Value Management (EVM) primary and secondary "tripwires" and a set of performance metrics and thresholds that provide objective insight into program cost, schedule and performance issues. They are also establishing data standards and developing a central repository for work breakdown structure and earned value information.

- ***Distribution Process Owner (DPO)***

  USTRANSCOM is the DoD Distribution Process Owner responsible to oversee the overall effectiveness, efficiency, and alignment of DoD-wide distribution activities, including force movement, sustainment, and redeployment/retrograde. These efforts have resulted in savings from shifts in transportation modes, opening of DLA's Defense Distribution Center Kuwait, supply chain interventions leading to cancelled orders/contracts and returning lost equipment to the supply system.

Business Processes Improvements

- ***Continuous Process Improvement (CPI)/Lean Six Sigma (LSS)***

  Numerous LSS projects have been identified are being worked internal to AT&L. Additionally, numerous Enterprise-wide projects are currently underway that have impact on AT&L. These include:

  - Technology Transfer and Disclosure
  - International Agreements
  - Security Clearance Process Reform
  - Questions for the Record (QFR) Reform
  - Congressional Correspondence Review

- ***Business Capability Lifecycle (BCL)/Enterprise Risk Assessment Methodology (ERAM) Implementation***

  The BCL will help resolve long-standing challenges that have impacted the delivery of business capabilities in a timely and cost effective manner. The implementation of BCL/ERAM will identify the requirements for discrete business capabilities and ensure their delivery with reduced cycle time. BCL/ERAM, by more efficiently fielding these capabilities, will also lead to a reduction in costs.

Base Realignment and Closure (BRAC)

- ***Supply Storage and Distribution***

  The supply, storage, and distribution requirements of BRAC 05 pursue logistics economies and efficiencies that enhance the effectiveness of operational forces as traditional forces and logistics process transition to more joint and expeditionary aspects. Full implementation is required by Sep 2011.

Cost Avoidance

- ***Restructured Defense Acquisition Executive Summary (DAES) Reviews and Defense Acquisition Management Information Retrieval (DAMIR) Shared Resources***

  This effort ensures effective program management with predictable acquisition outcomes, consistent with user requirements, and establishes an analytical foundation. Key elements of the effort include improved assessment of risk, identifying leading metrics, and consideration of risk mitigation plans during monthly DAES reviews. This review process ensures that the Department's senior acquisition leaders have visibility into all Major Defense Acquisition Programs (MDAPs) on a quarterly basis. The process facilitates input from and participation by the Senior Acquisition Executives and the Department's functional stakeholders.

- ***Capital Accounts***

  Established in the FY 08 President's budget, Capital Accounts act as a financial initiative to provide stable budgeting and to institutionalize accountability for acquisition programs at all levels of program responsibility. Implementation is intended to mitigate against program funding increases caused by programmatic reductions to reallocate funds to other priorities. Program managers are able to focus on program execution, without the threat of unwarranted program reductions levied by higher headquarters.

- ***Kaleidoscope***

  Provides an interactive, collaborative interface to allow users flexibility, efficiency, and ease to view and process data and models with standard web browsers. Kaleidoscope delivers enhanced, data-rich assessments, and empirically valid methodologies for use in evaluating acquisition and resource requirements for capabilities.

- ***Joint Logistics Capability Portfolio Management (JL CPM)***

  The Joint Logistics Capability Portfolio Management (JL CPM) test was an implementation element of the 2006 Quadrennial Defense Review. QDR directed test cases of capability portfolios. The intent of portfolio management is to manage groups of like capabilities across the enterprise to improve interoperability, minimize capability redundancies and gaps, and maximize capability effectiveness. Joint capability portfolios will enable the Department to shift to an output—focused model that enables progress to be measured from strategy to outcomes.

- ***The Logistics Roadmap***

  The Logistics Roadmap is a living document with a detailed depiction, over time, of existing, planned and desired capabilities to effectively project and sustain joint and combined forces. It unifies our efforts within a coherent framework in order to provide the best outcomes in terms of cost-effective joint logistics capabilities to support America's Warfighters.

- ***Competitive Sourcing***

  Competitive sourcing under A-76 procedures has demonstrated substantial savings regardless of whether the government or contractor is the selected service provider. The public-private competition process has been used by the Department for over 50 years to make effective business and management decisions. Public-private competitions save taxpayers on average 35%. During FY 00-07, DoD completed approximately 893 competitions with about 91,000 positions. The DoD expects to compete an additional 6,000 positions during FY 08. Savings from competition over the next year alone (between now and the end of CY 08) is expected to be over $800M. Cumulatively, competitions completed between FY 00 through the end of CY 08 will generate approximately $9.4B in savings (cost avoidance) over the life of the performance agreements, normally about five years.

- ***Reduction in Total Ownership Cost (R-TOC) Program***

  This effort implements the strategic guidance by the USD(AT&L) to develop, fund, and oversee Service-managed projects that focus on Operations and Support cost reductions in the areas of reliability, maintainability, and supportability to better enable strategic and tactical acquisition excellence and improved sustainment. Over a 2-year period 49 projects have realized life cycle cost avoidances of $243M.

- ***Corrosion Prevention and Control Program***

  This program implements 10 U.S.C. 2228 within and beyond the acquisition workforce through a Department-wide corrosion prevention control and mitigation program implemented through policy, guidance, education and training, and outreach. Over a 3-year period, 83 projects have yielded cost avoidances of $3.64B.

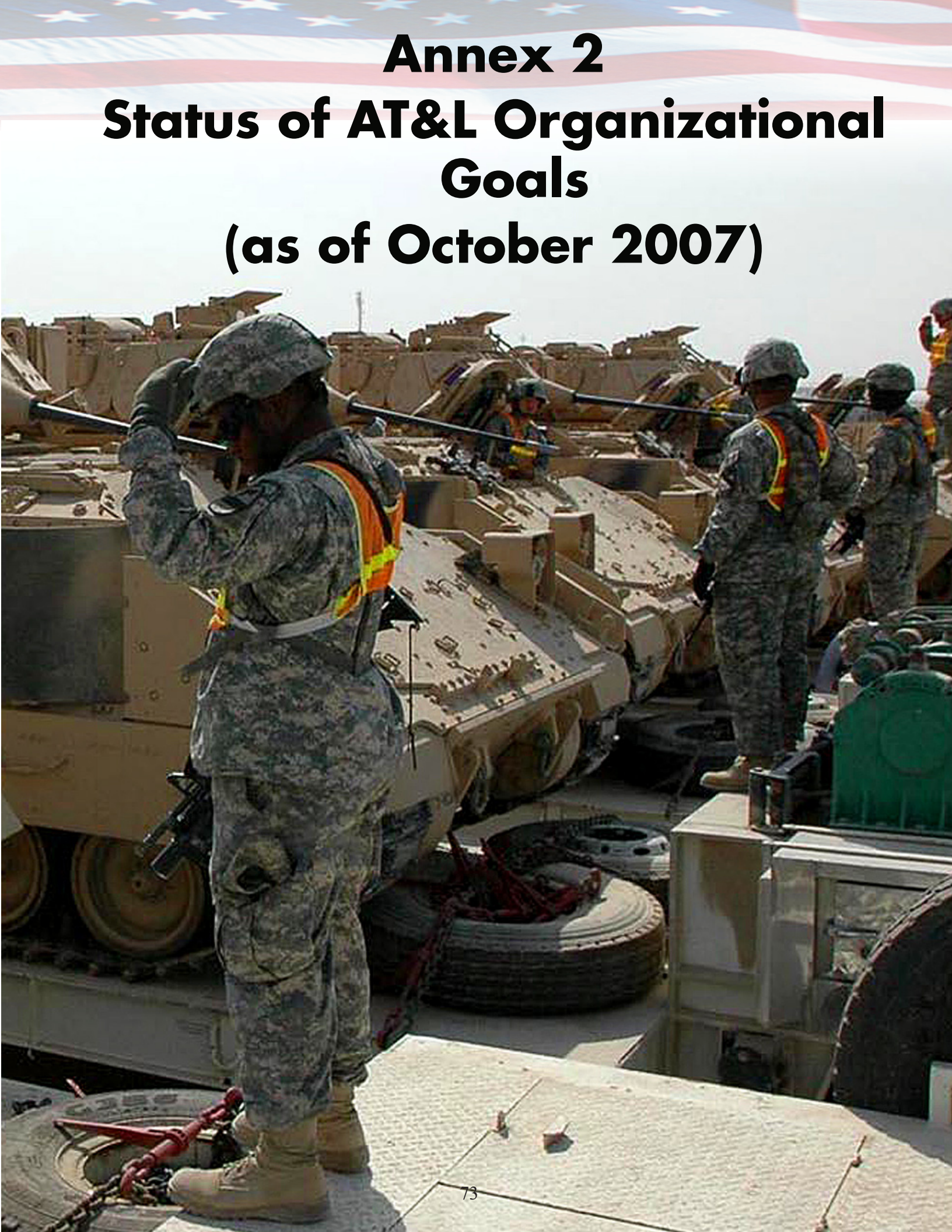
- ***Value Engineering Program***

  This Department-wide program implements the statute in 41 U.S.C. 432, as well as FAR Part 48 and FAR 52.248, and the implementation guidance in OMB Circular A-131, which sets a Department-wide goal of 1.5% of Total Obligation Authority cost saving/cost avoidance. In FY06 (the last year for which data are available, DoD reported $1.6B in savings and cost avoidances.

"The AT&L team must continue the legacy we have inherited—a legacy of providing unmatched weapons technology that has assured the security and freedom of our Nation."

John J. Young, Jr.
Under Secretary of Defense for
Acquisition, Technology and Logistics

Annex 2
Status of AT&L Organizational Goals
(as of October 2007)



Goal 1
High Performing, Agile, and Ethical Workforce

Initiative	Status
1.1.1	Evolve AT&L Human Capital Strategic Plan — on track • Updated metrics that support AT&L workforce management. • V 3.0 published Jun 07.
1.1.2	Improve and standardize AT&L workforce competencies — on track • Program management, logistics, and contracting competencies identified. • Competency models developed for contracting and logistics. • Pilot assessments will be conducted in Summer 07 using these models. • The Program Management and Property Management competency models are in the process of being finalized and will be completed in FY 07.
1.1.3	Leverage DoD Human Capital/NSPS talent management initiatives — complete • Used paid advertisement in journals and trade publications for senior DDR&E engineering positions. – Director, Information Systems (SES) – DUSD Laboratory Management (SES) • Dr. Finley was named as the Chair, Personnel and Resources Policy Board—expedited hiring approval process for positions was implemented. • Weekly Status Report of Recruit Actions to component heads and POCs for Acq Demo positions. • Implemented use of TASK TRACK for personnel actions to expedite recruit actions. • Developed AT&L branding statement of JOAs advertised through USAJobs. • Identifying succession planning, recruiting strategies and skills identification with AT&L leadership team. • Partnering with WHS HRSC for expanded recruitment strategies beyond USAJobs process. • Developing OUSD(AT&L) Personnel and Resource Policy Board (P&RPB) policy emphasizing accountability and timeliness for hiring and vacancy management.
1.1.4	Foster awareness of National Defense Education Program — complete • Advised WHS HRD of the program; forwarded brochures and information and asked them to incorporate information about the program into their recruiting materials, job fairs, and employment avenues. • Forwarded brochures and information about the program throughout AT&L.
1.2.1	Transform AT&L into a performance management culture — on track • Held second tri-annual review of Implementation Plan Initiatives. • Implemented SES Pay-for-performance. – 10% sample of FY 07 Performance Plans sent to OPM. – Four SMART-Q workshops held for SES members. – FY 06 AT&L pay pool process completed. – AT&L review group and/or contractor for all SES, ST performance plans will determine if standards are SMART-Q and make recommended appropriate adjustments or changes before 1 Jul 07. • Conducted successful training and on-time deployment of NSPS for OUSD(AT&L) and DAU employees. – Successfully transitioned OUSD(AT&L) to NSPS as part of spiral 1.1j on 18 Feb 07. – Continuing with NSPS initiatives, training, communication, pay pool process, mock pay pool process, and attendance at NSPS meetings and policy/strategy sessions. • Working with OUSD(AT&L) P&RPB to develop strategy within AT&L for current SES members as well as identifying a process for external rotations.
1.2.2	Establish AT&L Leadership Center — complete • IOC Jan 07. • Director assigned and participating in network of private and public sector directors of leadership institutes.

Initiative	Status
1.3.1	Implement Defense Acquisition Workforce Certification Framework (Core-Plus) — on track • Systems Planning, Research, Development and Engineering (SPRDE): Pilot completed. Core-Plus model linked to core courses and assignment-specific Continuous Learning Modules (CLMs) and short courses published in draft form by SPRDE FIPT. • Logistics: In progress. Preliminary Core-Plus framework being designed by FIPT and DAU based on results of AT&L competency update initiative. • Planned completion in FY 08 are: Acquisition and Program Management (ACQ/PM); Business, Cost Estimating, and Financial Management (BCEFM); and Test and Evaluation (T&E).
1.3.2	Develop specific training for AT&L high priority initiatives — on track • Initiated development of CL Module for Capabilities Based Planning (CBP) on 18 Apr 07 (module projected for completion 29 Oct 07). Brought on board Jun 07, an additional SME to assist the JS J-8 SME during module development. Completed cross-walk of existing DAU, Army, and Air Force learning assets to requirements management competencies on 11 May 07. Identified initial requirements management certification training program population 11 Jun 07. AT&L/JS J8 IPR targeted for Jun/Jul 07. • DAU supporting AT&L proponent for rapid acquisition training. Joint Rapid Acquisition Cell community of practice now online at DAU. CL Module under discussion. Second annual workshop (19-20 Jun) being held in Tampa to facilitate USCENTCOM, USSOCOM, and USSOUTHCOM participation.
1.3.3	Collaborate with USJFCOM Joint Knowledge Development and Distribution Capability (JKDDC) Joint Management Office to create a knowledge management system — complete • JKDDC is on track to deploy the Atlas Pro Learning Management System (LMS) on 30 Apr 07. • On 5 Jan 07 DAU hosted a re-purposed version of the JKDDC Continuous Learning Lesson—Defense Distribution (Joint Deployment and Distribution Enterprise) for the AT&L community resulting in 170 graduates to date. • USJFCOM unveiled enhanced version of Joint Knowledge Online (JKO) portal on 30 Apr 07. The new portal features more than 100 courses, including the Joint Individual Augmentee Training program and the Provisional Reconstruction Team Training program. Learning management system deployment has been completed.
1.3.4	Implement AT&L Webcast capability — complete • Webcasts have been held on: – Accountability and Management of Military Equipment – Concept Decision/Evaluation of Alternatives – Joint Rapid Acquisition Cell (JRAC) – Naval Open Architecture – Small Business – Systems Engineering Initiatives – Introduction to Continuous Process Improvement — Lean Six Sigma • Webcasts on current AT&L initiatives being scheduled and delivered monthly.
1.3.5	Expand SARA funding as needed to support acquisition workforce training — complete • Obtained OMB approval to seek FY 08 Legislation extending SARA beyond FY 08 to FY 10. • Provision is included in HR1855, Sec 802. House has approved. Senate now considering. • Proposal to make DoD/DAU participation in Acquisition Workforce Training Fund permanent submitted to Congress as part of omnibus package on 8 Feb 07.
1.4.1	Incorporate ethics performance standards into FY 07 Individual Performance Plans — complete • Component heads advised that FY 07 SES and ST performance plans required a measurable objective about ethical leadership competency for dissemination throughout their component at all levels. • Component heads advised that SES performance plans needed to reflect that ethical requirements were cascading in subordinate annual performance plans and feedback during the fiscal year.
1.4.2	Provide rules-based and values-based ethics training — complete • Quarterly training held for DoD Senior Executives beginning Sep 06. • Values-based ethics train-the-trainer seminar held Oct 06.

Initiative	Status
2.1.1	Implement Concept Decision/Time Defined Acquisition Initiative • All four CD/TD pilots (JLTM, IAMD, GS-R, JRSG) are formalized; provisional business rules coordinated, last pilot (GS-R CD-Review is scheduled for Nov 07. • A Tri-Chair schedule has been formalized. Tri-Chair meetings will be held at least Quarterly, if not more often based on CD-Review schedule. Three Tri-Chair meetings held. • In coordination with JS and DAU, established a Requirements Officers Management course that will be delivered in three phases; initial continuous learning module on track deployed Oct 07. • Capturing lessons learned weekly; CD Policy workshop is scheduled for Nov 07 to initiate change proposals to DoDI 5000 and CJCSI 3170. • JCIDS gatekeeper now recommends Time Defined Acquisition Paths individually (JRAC, JCTD, potential MDAP, etc. • The CD/TD process is being refined as we move through the CD/TD initiatives. • The CD team is currently identifying priority capability needs and major program starts for well formulated CDs; establishing screening criteria and guidelines for EoA funding responsibilities. Number, scope, sponsors, and funding for future EoAs will be decided in future Tri-Chair Meetings. • Changes to the Chairman Joints Chiefs of Staff Instruction 3170.01E and DoD 5000.2 may be proposed based on Concept Decision lessons learned.
2.1.2	Synchronize Decision-making Processes — Complete • OIPTs are working to be as efficient as possible. OIPTs resolve all issues at the lowest possible level and determine if a full and traditional DAB is needed or if a "Paper DAB" will accomplish all items that need to be completed. • DAES selection process working in conjunction with OIPTs to ensure DAES review team's energy is focused on the most troubled programs. • During recent Nunn-McCurdy certification efforts, program management expectations have been synchronized across warfare offices and many other organizations involved with the certification effort. This will help focus future oversight PSA efforts and greatly increase the ability to keep programs on target. • Lessons learned from DAES applied (see 2.3.3. below). • A derivative of the lessons learned gained through Nunn-McCurdy certifications, warfare offices have increased the ability to identify those programs that require a closer look based on suspicions gained through evaluation of IMS. • OIPT, restructured DAES, and Nunn-McCurdy Triage worked together to focus on programs where corrective actions can be effective. • DAES restructuring and timing of PSRs are being addressed in DoDI 5000.2 update.
2.1.3	Implement DepSecDef's SES Mobility initiative. • OSD SES moved to Air Force. • Navy SES moved to OSD.
2.2.1	Implement Evaluation of Alternatives (EoA) Process • Pilot EoAs executing under provisional business rules and lessons learned are being used to update these rules. • Last pilot (GS-R) CD-Review is scheduled for Nov 07 and changes to the Chairman Joint Chiefs of Staff Instruction 3170.01E and DoD 5000.2 may be proposed based on Concept Decision lessons learned. • M&S requirements are being identified through the EoA pilots; M&S changes are being developed and monitored. • The EoA process is being refined as we move through the CD/TD initiatives. The CD pilots provided insights to refine EoA methods and develop a risk-based tool suite. • CSAR-X, JAGM, and JLTM Tri-Chair Reviews have provided valuable insight into how to identify trade space alternatives and bound risks for senior leader decisions. • Open and transparent data with information management and exchanges between OSD, Components, and Joint Staff is occurring on a continuous basis through open dialogue and meetings. However, the issue of identifying data exchange is the most formidable obstacle to conducting EoAs.

Initiative	Status
2.2.2	Implement and Refine Small Business Initiatives • Improved integration of SBIR identified small business technology capabilities with acquisition program requirements. Recent SBIR Phase II Transition conference held this Aug 21-23 in Crystal City and Commercialization Pilot Program supported by three Service SAEs. • Small Business Learning Center of Excellence has been established at DAU for DoD employees. • Electronic School House for training small businesses. • Comp Plan Recommendations. • SDVOSB Contracting Improvement. • Improved subcontracting plan, including more emphasis on major primes bringing in qualified small business suppliers. • Focused use of Mentor-Protégé program to enhance small business reliability such as Enser in thermal batteries and ten agreements with Joint Robotics Program Office. • DoD 5000.2 and Acquisition Guidebook changes forthcoming.
2.2.3	Initiate an IBR • The IBR will occur after the IAMD Concept Decision Review and in time to influence Program Reviews. The IAMD EoA portfolio analysis is being archived to support follow-on IBRs. IBR is expected in CY 08. • The Conventional Engagement Capability Roadmap (CECR) IBR will occur in time to influence Program Reviews. Conducted initial planning meeting. CECR provides the basis for this IBR. • The Ground Transportation IBR will occur in time to influence Program Reviews. Planning will begin in CY 08. • The IBR will occur after the Joint Rapid Scenario Generation (JRSG) Concept Decision Review and in time to influence Program Reviews. Documenting JRSG EoA analysis to support IBR..
2.3.1	Revitalize Center of Excellence (COE) functions .
2.3.1a	Establish a COE for Systems and Software Engineering • Providing support to component PMs and DoD leadership through Program Support Reviews, AOTRs, N-M reviews for ACAT ID and special-interest programs. • Providing program support to component PMs and DoD leadership to improve program structure and technical maturity to identify/validate technical issues, risks, and mitigation plans. • Established policy and update guidance for SE, T&E, Systems Assurance, Safety/ESOH, Energy, and corrosion. • Launched new SYS 203,302 and Test 102, 202, 203, 302 courses. • Revised ACQ, LOG, SAM, PMT, and SYS courses to address safety sections. • Completed Program Support Reviews (PSRs) for CJR, H-1, V-22, ACS, BAMS, MPS, H-1 follow-up, and VH-71; competed Nunn-McCurdy certifications for WIN-T, JASSM, EFV, JPATS, GMLRS, C-130 AMP, ACWA; completed AOTRs for LPD-17, Stryker, Global Hawk; in support of USD(AT&L), NSSO, BTA, NII, and Joint Staff. • UARC approval package generated. • Pilots established for fully burdened cost of fuel. • SOS guide developed and being piloted with 20+ organizations.
2.3.1b	Revitalize COE for Cost, Pricing, and Finance • Discussions on possible organizational structure for providing pricing support to DoD components held with field price analysts and a plan for moving forward was presented at the May 07 Senior Leadership Conference for the Contracting Community. • Held discussions in Jan 07 with focus group consisting of 45 pricing experts from across DoD to ascertain how pricing advice is currently provided to contracting officers and identify issues that need to be addressed. • Held a Contract Pricing Workshop in Jul 07 with over 300 attendees to stress importance of contract pricing and to discuss issues and ideas generated in Jan 07 meeting. • Issues new PGI language addressing various contract pricing issues.

Initiative	Status
2.3.2	Establish Risk Based Source Selection (RBSS) – Initiative renamed "Improve Tactical Acquisition Outcomes" • Case study completed, employing DDG 1000 program, and presented to USD(AT&L) and at the PEO SYSCOM Conference. • Fact-of-life update to DoDI 5000.2 entering final coordination. • Coordinating relationship between RBSS and Program Support Reviews (PSRs) with SSE.
2.3.3	Restructured Defense Acquisition Executive Summary (DAES) process • Continuing to mature the program reporting process. Programs now regularly reporting on Sustainment (in addition to Budget, Funding, Performance and Schedule). Programs also regularly reporting status for each relative to both the contract and APB status. • Tracking monthly metrics on number of "Red" ratings for key attributes, key issues and risks closure status, cost and schedule variance for Earned Value Management. • Integrating Kaleidoscope in preparation sessions to provide a more enhanced look across MDAPs (EVMS, budget/schedule performance, unit costs, breaches, performance trends, etc). Offers ability to generate runs to show how that program is executing relative to similar programs within that capability profile (a/c, weapons, space) or even within that Service. • Warfare Offices track monthly metrics and meet with SSE to concur on program status and the oversight action needed based on that status. • Instead of Earned Value Management data going directly to program management offices where formal requests have to be made for other offices to gain insight, efforts have been initiated to have EVM data placed directly into a common repository where any authorized person can access and use the data. This has been done for ten programs. AT&L has directed that all MDAPs report EVM data to a central repository. • Conducted 12 reviews sessions of 35 programs. Also held one additional session to discuss the results of the Nunn-McCurdy Triage process. • Agenda meeting sessions with key principals to ensure correct programs are being identified for briefings. • Continuing to work "Rules of Road" guidance for stakeholder offices and Services. Addressing new requirements as the process evolves (LCS metrics, Joint Staff slides, dual measures for each metric (APB and contract), etc.). • Through DAMIR we now have access to all three Service Systems (Dashboard-Navy, AIM-Army, and SMART-Air Force) Army and Navy now "pushing" info from their systems into DAMIR; AF scheduled for Nov 07. • Anyone with a DAMIR account may apply for access to the Service systems. • We are continuing to encourage stakeholder users to access to Component Acquisition Management Systems. • (Dashboard, AIM and SMART) for data standardization and timeliness of updates. • Will dialogue with L&MR in early FY 08 to explore how to expand DAES to programs beyond FRP. Initial L&MR and A&T discussion conducted to start determining purpose and forum of oversight. Need to determine if oversight of sustainment will be part of the current DAES process or if it will be conducted independently. Impact of current efforts need to be assessed before determining how to expand. • With DAES program selection and review process stabilizing, starting to select portfolios for securitization in order to identify common issues or challenges for resolution.
2.3.4	Optimize the current OIPT and DAB process. — on track • Developing guidance for focus issue meetings in lieu of IIPTs. Initial meetings held and draft ready for review. Will be included as update to Guidebook when coordinated. • Preparing update to Guidebook. • Currently using DAES slides and JS slides in OIPT and DAB briefs, Standard funding chart and risk chart being used. • Standard DAES formats (3-5 slides) merged into OIPT presentations. • D, PSA observations of best practices from NII and A&T OIPTs established. • Working with ARA to identify opportunities and methods to consolidate and eliminate documents. Many documentation requirements have been streamlined into Acquisition Strategy Report. • ARA is developing web-based tool with the intent of streamlining submittal process. Kaleidoscope is continuing development with goal of contributing to expanded program insight. • Working to better define "portfolio" before determining how to review with the OIPT/DAB structure.
2.3.5	Improve Award Fee Usage • Issued guidance on proper use of incentive and award fees in Apr 07. • Draft DFARS interim rule in process to implement statutory requirements related to award fee and incentive fee contracts. • Linked DAU Community of Practice to PGI.

Initiative	Status
2.3.6	Initiate Capital Accounts • Established capital account pilot programs in the FY 08 budget. • Generated PBD to support capital account agreement. • Coordinated Business rules and Service agreements signed by USD(AT&L); forwarded to USD (Comptroller) for signature. • Protest on CSAR-X resulted in program delay, Congressional reductions to FY 08 budget request. Will be re-baselined after protest resolution. • Developing query to the Services to identify pilots for FY 09 President's Budget.
2.3.7	Improved Program Management Practices • PSA has led the effort to respond to parts C and D of Section 853 regarding PM accountability and empowerment. Approach to the response has been briefed to the SSB and approval was received to continue the current approach. Final memorandum was signed by USD(AT&L) on 25 May 07. • PSA working to respond to the remaining portions of Section 853 regarding PM accountability and empowerment. Rough draft of the response has been drafted and is being worked by the acquisition community made up of DAU, Service and OSD representatives. Expected Completion Aug 07.
2.4.1	Establish Tri-Chair Gatekeeper Function — on track • CDSG and Tri-Chair meetings have broadened FO/GO participation. • Ground rules and assumptions have been drafted. • JCIDS Gatekeeper has two functions: 1) CD – Gatekeeper now recommends to JROC which CBAs to proceed with, and 2) TD – Gatekeeper now recommends Time Defined Acquisition paths individually (JRAC, JCTD, potential MDAP, etc.). • Risk-based capability definition and analysis is being piloted in the IAMD EoA. Significant progress is being made. Achieving the goal of promptly and efficiently satisfying customer demands requires changes to JCIDS and will be discussed at CD Policy workshop in Nov 07. • CD Pilot Lessons learned are being captured to quantify/identify/ synchronize initiative improvements. Draft metrics have been prepared for quantifying concept Decision initiative improvements. Have completed three workshops.
2.4.2	Design and implement Acquisition of Services Policy — Initiative renamed to "Promote and Initiate Efficiencies and Effectiveness by Strategic Sourcing of Services" • Initial portfolios of services (construction, equipment related, facility related, knowledge-based, transportation, RDT&E) to be subject to strategic sourcing architecture. • Reviewed first draft of Strategic Plan. • Received Military Department's assessments of "as is" state for providing multi-functional cadre capability. Discussed deployment strategies for the capability with senior leadership of the contracting community at May DPAP Senior Leadership Offsite. • Several DoD Components volunteering to pilot methods for providing the capability. Other DoD Components, for example DLA, have already successfully deployed it on a limited basis and are identifying strategies for broader use. • AT&L Beta Test for internal acquisitions of services in development - major challenge is personnel recruitment lead time. • Completed study of Best Practices Across DoD for the Acquisition of Services. • DPAP is assisting ARA in reviewing resumes for the streamlined Acquisition Analyst position for the AT&L Beta test.
2.5.1	Establish Program Baseline Assurance Process — on track • As part of our efforts to provide for a better program baseline assurance process, we used the restructured DAES process and a focused IPT review of our programs to identify potential Nunn-McCurdy breaches. Lessons learned from the DAES process and the current Nunn-McCurdy certification process to inform identification and correction of potential breaches. Using results to focus on programs where changes can avert breach conditions. • Implemented Nunn-McCurdy Triage process. • We established more rigorous IPT 4 structure as part of the current Nunn-McCurdy certification process. We will use lessons learned from the current experience to develop ways to assure APB compliance for other programs. • ARA has drafted policy guidance on when APB updates are appropriate. In addition, the USD has issued guidance calling for Program Management Agreements on ACAT I and II programs that establish an annual review of programs to include requirements and resource officials in addition to PMs and acquisition leaders. • USD(AT&L) directed establishment of configuration Steering Boards (CSBs) to ensure disciplined approach to requirements changes. • Monitoring Services' implementation of PMAs and CSBs.

Initiative	Status
3.1.1	Conduct quick look and early technology readiness assessments • Technology readiness assessments completed for: – WIN-T – Public Key Infrastructure – Combat Search and Rescue • Quick-look technology reviews of EFV, Joint High Speed Vessel, and LCS. • Continue work to provide options to SBIRS — High (Steely Knife/ARGUS). • Conduct new Technology Readiness Assessment of TSAT.
3.1.2	Conduct manufacturing readiness level (MRL) assessments. • MRL team is engaged with MS A and pre-MS B programs. Guidelines and descriptive tables have been tested. Draft policy for incorporation into DoD Acq Directives in work. • Completed draft of MRL Deskbook and Guidebook. Piloted MRL Deskbook on USAF ATDs and ACAT programs. • Initiated Manufacturing Readiness Assessment of low-cost titanium.
3.1.3	Advocate and guide investments to deliver new steps in military capability • Reshaped investment portfolio in support of QDR defined needs. • Moved $1.5B to start focused DoD programs in Biometrics; Human, Social, Cultural, and Behavioral Modeling; Power and Energy Initiatives; GPS Alternatives: Joint Integrated Fire Control; Manufacturing Technology. • Generated paper to SecDef (Aug 24) advocating new S&T investment areas. - Moved $300M more funds into new technology areas in FY 09 budget build. - In place to continue to increase funding in new technologies. • Stood up Joint Analysis teams in networks and radars. • Completed 19 ACTDs/17 transitioning. • $400M applied to Combatant Command needs. • Initiated follow on iGPS Analysis Project at Navy Research Lab. • Launched DDR&E prize program for wearable soldier power.
3.1.4	Promote and shape investments to lower costs and development time for the enterprise • Stood up MRAP Task Force to Accelerate Protection Technology. • Approved reinvigoration of the technology transition council; on path to accelerate transitions.
3.1.5	Develop and field innovative solutions to meet GWOT and other military needs (Sep 07) • Developed CTTTF long-range capabilities list and supporting S&T focus areas to address GWOT and irregular Warfare needs. • Implemented 55 focused short term initiatives focused on key GWOT issues. • Transitioned programs to Special Ops Forces, Services, Combatant Commands, Interagency partners. • Launched DeVenCI collaboration with Venture capital community to uncover identity management technologies. • Developed Rapid Reaction Technology Office overarching objectives to address GWOT. • Stood up office of Director, Defense Biometrics, to address key issues; established Integrated and focused DoD Biometrics program; synchronized the DoD Biometrics efforts. • 65 active “test to procure” focused initiatives for key GWOT issues in AS&C portfolio. • Currently fielding over 40 ACTDs/JCTDs to support GWOT operations. • Work in progress; Aligned JIEDDO program, integrated with Reliance 21.
3.1.6	Take proactive steps to transition technology programs • Directed enhanced transition agreements with JCTD and Quick Reaction Fund (QRF); transition used as selection criteria for QRF. • Increased outreach to Combatant Commands through structured technical exchanges. • Created an office/focal point to focus specifically on Combatant Command needs. • Formally restructured ADUSD (Tech Transition) position.
3.1.7	Define and conduct JCTDs which meet Combatant Command needs • Completed Jan 07 with selection and Congressional notification. • Conducted AS&C source selection and FCB/JROC validation for 20 FY 08 JCTDs. • Completed 19 ACTDs from prior year cycles; 17 transitioned to programs. • Applied $400M DoD-wide investment to Combatant Command needs via JCTDs.

Initiative	Status
3.1.8	Define and conduct JCTDs which meet Combatant Command needs • Completed Jan 07 with selection and Congressional notification. • Conducted AS&C source selection and FCB/JROC validation for 20 FY 08 JCTDs. • Completed 19 ACTDs from prior year cycles; 17 transitioned to programs. • Applied $400M DoD-wide investment to Combatant Command needs via JCTDs.
3.1.9	Review 6.4 programs to provide technology, engineering and program management oversight on an annual basis • Conducted reviews on: – Conventional munitions – Surface ship torpedo defense – Land attack technology – Carrier system development • Aligned programs into groups. • Briefing review of 14 programs commences in Jun; Paper review of another 15 in Jun Completed review of 15 major BA 4 programs. • Process in Place. • Establishing office to specifically focus on 6.4 activity .
3.2.1	Support Joint Analysis Team Initiatives • Heavy Truck and Air Drop Delivery Systems Complete; Networks actively ongoing; Radar restarted. • Radar through-the-wall sensor workshop held. • JATs completed on: Biometric, Full motion video exploitation for IED defeat, and Light Tactical Wheeled Vehicles. • High-Bandwidth Communications. • Initiated JAT on Space infra-red and Unmanned Aircraft Systems.
3.2.2	Support SPG Task Force • Energy security Task Force (phase II) resulted in fully burdened cost of fuel pilot; Metrics on Energy to DepSecDef. • Tasked to generate a DoD-wide Energy Security Strategic Plan. • Initiating strategic partnership DoD-DOE. • Any Sensor/Any Weapons board of Directors and technology license in place. • Responsible for Corporate Management and Support SPG/GDF chapter (for the DoD). • Coordinating with USD(P) on “Future Shocks,” ID technologies for next SPG. • Joint Integrated Fire Control Teams — established BOD, common license. • No SPG in FY 07.
3.2.3	Develop a roadmap for delivering advances in radiation hardened components for space and weapon programs • RadHard roadmap developed, leading to sub-100nm radiation hardened microelectronic devices. • Applying rad hard assessment to other systems (TSAT).
3.2.4	Identify areas of capability or mission overlap and engage discussions on harmonizing requirements and development programs. DUSD(S&T) • Primary work of Technology focus teams; begin report out in Sep 07. • Networks reviews of tactical data links and RF spectrum. • Completed comprehensive S&T reviews.
3.2.5	Ensure coordination and collaboration across the DoD S&T program • Completed and agreed to Reliance 21 process in Dec 06. • Stood up focus team on networks, electronics, materials, human systems, directed energy, and combating weapons of mass destruction, and software. • Integrated JIEDDO into DoD S&T community.
3.3.1	Drive greater use of prototyping into DoD acquisition programs • Formulated a plan to assess a prototype augmentation for GPS based on exploitation of iridium constellation of communications satellites. • Moved forward with prototype augmentation for GPS with iridium (at NRL). • Prototypes emerged from 9 ACTDs/JCTDs.

Initiative	Status
3.3.2	Define new or disruptive technology initiatives • Kicked off one Intel/Tech Net Assessment. • Initiated a study, with DAI and National Academies to determine what we have missed in technology. • Funded meta materials and plasma research in PBR09 build. • Identified roughly 20 near- and mid-term disruptive technologies; uses wikis to canvas academic, VC, and international community for emerging opportunity.
3.3.3	Attract students at elementary, middle and high school levels to pursue careers in science and engineering • Materials modules program focused. – 64% increase in knowledge gained and 400% increase in attitude towards science. – Provides science experience for about 50,000 students, in at least nine states over the three years. – Pre-engineering Module expansion to middle school increases emphasis on math as gateway to physical science and engineering. • Expanded footprint of S&E education in Middle School.
3.3.4	Support National Defense Education Program • Doubled funding for National Defense Education Program. – FY 06: $10,119K – FY 07: $19,532K (Appn) – FY 08: $44,372K (PBR)
3.3.5	Conduct review of grant and fellowship programs • FY 07 review completed; survey sent to SASC. • Next review in 2008. • DUSD (Labs) increased FY 08 PBR for SMART. – FY 07: $14,932K (Appn) – FY 08: $23,972K (PBR)
3.4.1	Enable greater coordination and collaboration on S&T programs • Reliance 21 in place. • Database architecture in place; database in place, but needs better quality input to be fully usable. • Stood up a DoD-wide task force to address data quality issue. • Sent Strategic S&T priorities letter to Services and Agencies in Jan 07. This is an annual event. • Held comprehensive S&T reviews in Feb 07. This is an ongoing event . • S&T collaborative reviews held with DARPA, SAF/AQR, AFOSR, and ONR.
3.4.2	Ensure active DDR&E leadership in technology strategic planning and full participation in the POM process • Formulated POM 08 technology development programs in Human, Social, Cultural, and Behavioral Modeling. • Covert TTL; computational tools for engineering complex systems; network analysis, biometrics. • New Reliance Process kicked off. – Strategic Review (Feb) – Technology Focus Teams (Apr) – FDG participation • Kick-off of technology focus teams for directed energy, WMD, Networks, Human systems, electronics, software, materials, and massive data.
3.4.3	Enhance value of the Independent Research and Development (IRAD) process • Initial plan briefed DDR&E in Apr; being addressed by ADUST (Transition). • Held initial discussions with defense industry representatives for inputs on how to reinvigorate and incentivize to enhance relevance and outcomes that benefit DoD and industry partners. • Initiated IPT to comeback with recommendations.
3.4.4	Increase Buying Power of DoD Laboratories • Incorporated into lab recap rate investigation; data call in Jun 07.
3.4.5	Expedite hiring • Have hired or are in the process of hiring personnel to fill a critical gap in biometrics. • Average length of time to hire into a governmental position is 4–6 months.

Initiative	Status
3.4.6	Enhance Military Critical Technologies List (MCTL) process by improving relevance and utility • Funding doubled in FY 07; Office staffed up. • Urgent content update complete for all MCTL sections. • Drafted a CONOPS for new process that will keep list up to date using continuous update process. • MCTL wiki prototype and improved search database in development (with DTIC). Provides simpler updating by virtual TWG teams and improved search capability for customers.
3.4.7	Reduce timeline for International Project Agreements • Completed: ITS led Lean Six Sigma (LSS) value-stream analysis of the existing process. Identified bottlenecks and made initial recommendations to decrease the time for International Project Agreements. • Based on the breadth of the process and issues, proposed AT&L-wide CPI initiative that was accepted and has developed additional steps to streamline the process using AT&L LSS Black Belts.
3.4.8	Drive the pursuit of technical intelligence • Second International Emerging Technology Event (IC — S&T convergence). • Initiated Red-Blue Net Assessment on Quantum Computing. • DIA S&T Intelligence Roadmap delivered in response to DDR&E push reenergized; DIA S&T roadmap. • Used technical intelligence to shape program budget in meta materials and plasma technology.
3.4.9	Identify and pilot the use of S&T program metrics • Embedding metrics in the RE database. • Metrics developed for IR&G effort; three metrics: number of students; tech maturity at MS-B; and number of demonstrations transitioning; collecting first set.
3.4.10	Develop S&T Strategic Plan • Published and distributed R&E Strategic Plan.
3.4.11	Identify and establish metrics for the DoD Enterprise S&T Investment Level • Revised task in Aug 07 letter to SecDef. • Established funding priorities.

Goal 4
Cost-Effective Joint Logistics Support for the Warfighter

Initiative	Status
4.1	Integration of Life Cycle Management Principles into DoD and Service Acquisition and Sustainment Processes — on track • Materiel readiness KPP and KSAs approved by JROC as gating items for acquisition programs. • DAES program approved to integrate sustainment tracking pre- and post-production equipment and weapons systems programs. • Emphasis on PBLs for sustainment programs to align reliability and sustainment interests. • Regular materiel readiness reviews and expansion of CPI programs launched. • Emphasis on on-board diagnostics and predictive failures key next step. • Lead Task Force assessment — recommends institutionalize life cycle outcomes with resource alignment and continual governance. • Continue to coordinate AT&L memo that will direct implementation strategy of Task Force recommendations. • Established pilot for selected weapon systems to test alignment of resources to support targeted sustainment outcomes during PR 09.
4.2	Integrated supply chain operations that effectively support Warfighters and are efficient from source of supply to point of consumption — on track • Launched Joint Logistics Portfolio Pilot Test. • Designated USTRANSCOM as Lead Functional Proponent for RFID/AIT for supply chain. • USTRANSCOM completed AIT CONOPS and is working on early AIT Implementation Plan by Oct 07. • Alaska RFID pilot-Shipping tagged materiel and enhancing visibility as of Apr 07; Final site operational mid-Jun 07. • Draft BRAC Supply, Storage and Distribution Plan developed; arbitration underway to resolve contentious area (Commodity Management principles embedded in procurement transfer; pilots underway); Joint Regional Inventory Materiel Management (JRIMM) initial implementation successful on Oahu; CONOPS/Worldwide Implementation Strategy completed. • JRIMM pilot successful — expansion plan underway; facilitates BRAC SS&D and global stock positioning. • Readiness Based Sparing program launched; Navy, Army and AF each have an RBS COTS pilot underway with DLA engagement; Navy has begun deployment of COTS package in Naval Aviation; Initial Navy results show potential for $250M wholesale inventory savings for Navy Aviation RBS Pilots Underway; Army Ground Systems Pilot began May 07; Navy and DLA RBS COTS software suite implementation began Jun 07. • Launched four pilots to advance implementation of RBS and are forecasting best practices using three different approaches to evaluate COTS capabilities. Finalizing DoD-wide RBS strategic vision. • Commercial benchmarking project underway. • USTRANSCOM's DTCI program in launch phase. • Gained approval of new DPO authority memo; coordinating approval of DoDI. • Negotiated MOU with DOT for USTRANSCOM to participate in foreign ownership fitness process to protect CRAF. • Documentation of supply chain processes covering procurement, storage, strategic distribution, Combatant Command distribution, retrograde and maintenance completed Jun 07 as part of JL CPM test Case. • Picked up the Logistics Services CAM. Final test case briefed on 6 Jun 07. Work begun on governance structure. Developing policy and program framework for managing contractors and contractor personnel in forward areas. • Completed. DLA is executing or managing plan for scrap sales in AOR DRMS operations. • Analysis of DRMS disposition options for scrap metal and other DMS material completed. DLA is executing or managing plan for scrap sales in AOR DRMS operations. Formal coordination completed Jul 07. • DPO DoD Instruction approved. • Plans for sealift and airlift for retrograde and reset operations completed — mechanism now in place to continually monitor USCENTCOM and USTRANSCOM plans and activity. • Attended retrograde assessments in USCENTCOM and Time-Phased Force and Deployment Data (TPFDD) Conferences-prompted new USCENTCOM retrograde guidance. • Major process functions and deliverables for each function defined in Jun 07 as part of JL CPM test case.

Initiative	Status
4.3	Strengthened logistics management skills in DoD staff and within the Services/Agencies — on track • Civilian logistician career field competencies and professional development framework in progress (Specification of career field competencies under development). • Performance plans for each L&MR staff person and contractor tied to L&MR Goals, Outcomes, and Objectives. • Established a professional development plan for every L&MR staff member for FY 07. • Mandated every L&MR staff person to complete "Crucial Conversations" course. • Program of Instruction being developed for O-5 through O-8 military personnel for management of "Contractors in Forward Areas". • DUSD(L&MR), JS J-4, Service Logistics Directors, and Materiel Command Commanders explored opportunities and requirements to expand professional logistics education and training at senior staff and command programs. • Program of Instruction RFP for Intermediate and Senior Service Colleges regarding management of "Contractors in Forward Areas" initiated. • The Logistics Services CAM's revealed a Contingency Contracting training gap. Developing DOTMLPF recommendations to alleviate. • Human Capital Strategy Plan (HCSP) under development. Integrated effort between Services, Agencies, OSD and Joint Staff has identified logistics technical competencies profiles within five logistics workforce categories and common leadership and management competencies. Next step is validate competencies and identify training, education and developmental assignments to obtain competencies.
4.4	Provided support to U.S. and coalition Forces • Material Readiness Committee issues addressed: – Increased Capital Investment Program Threshold to $250,000 – Prepared Request to Grant Service Surgeon Generals Waiver Authority for Grade Transfers – Created bi-weekly Meeting of Army and OSD Stakeholders to Reduce Time to process USCENTCOM Request for Contingency Construction Authority – Provided Legal Position Capital Lease Program that Avoids Purchase of Capital Equipment after Lease Exceeds Ninety Percent of Purchase Price – Review Munitions Acquisition Process to Satisfy Adaptive Planning Requirements • Eighty Percent of MRC-related Issues are Resolved at the Council of Colonel Level.

Goal 5
Reliable and Cost-Effective Industrial Capabilities Sufficient to Meet Strategic Objectives

Initiative	Status
5.1.1	Define Desirable Defense Industrial Base Attributes — on track • Assessments in progress - First assessment based on desirable industrial base attributes completed (summarized in Annual Industrial Capabilities Report to Congress). • Identified "desirable attributes"—initial metrics defined, examining additional metric options . • Financial/economic metrics developed and published in Defense Industry Update. • Commissioned two studies to evaluate effects of globalization.
5.2.1	Implement Contractor Vertical Integration Policies — on track • Facilitating DSB study "Defense Industrial Structure for Transformation" to address vertical integration issues. Draft report imminent – many cross-cutting initiatives proposed. Follow-up activity includes briefing final report to leadership, evaluating results and disseminating within the Department. • Monitoring vertical integration concerns during M&A reviews and assessing the need for DoD or anti-trust agency intervention to ameliorate vertical integration concerns.
5.2.2	Characterize Industrial Workforce — on track • Software: Assessing initial results of DSB Task Force on Mission Impact of Foreign Influence on DoD Software, Mitre's Software Industrial Base Study, NDIA's Defense Software Summit, and CSIS's Report on the Foreign Influence on Software. Linking up with similar SSE initiative. • Helicopters: Completed helicopter study. • Assessment of contractor workforce to start following definition of key workforce capabilities; policy development to follow completion of assessment. • Potential incentive structures to be developed in conjunction with contractor workforce policy.
5.2.3	Expand Non-Traditional Supplier participation in DoD Acquisition — on track • Developed comprehensive strategy for industry outreach (traditionals, non-traditionals, global markets, & financial community). Industrial Outreach strategy briefed to and approved by DUSD(A&T). Planning DUSD(A&T) Roundtable discussion for Jan 08. • Small Business legislative initiative to promote non-traditional suppliers.
5.2.4	Characterize Competitive Services Industry — on track • Developing comprehensive strategy for industrial outreach. • Expanded IP analysis capability in Services sector. Initial services sector characterization and assessment complete – IP/DPAP collaborating to identify issues/solutions. • Development and recommendation for specific initiatives to follow characterization and assessment.
5.3.1	Improve Defense Priorities Allocations System (DPAS) — on track • Expeditious response to SPA requests. • Revised DX list approved by USD(AT&L) on 22 Jun 07; DX list reduced from 16 programs to seven programs. • Developing DPAS training module with DAU. • Secured DX rating for Counter-IED (CREW) program (completed Sep 06). • Secured DX rating for MRAP Vehicle Program (completed Jun 07) PAIR Task Force established to handle secondary effects on similar programs and FMS requests • DUSD(IP) delegated authority to approve Special Priorities Assistance (SPA) Requests from countries with Security of Supply (SoS) agreements. Assessment of other SPA improvements is complete with no further recommendations.
5.3.2	Improve access to Global Market — on track • IDA completed "Economic Impact of Export Controls on the US Defense Industrial Base" study addressing four major areas - satellite manufacturing, semiconductors, machine tools, and advanced materials. • Commissioned two studies to evaluate effects of globalization - "Economic Effects of Using Non-US Suppliers" (RAND—Completed Aug 07) and "European Defense Industry and Market" (1 year delay). • Making significant progress on developing overall strategy for Civil-Military Integration (CMI) industrial policy, addressing domestic source restrictions with DNADs and COTS exceptions; established concept as foundation of Industrial Policy. • Implementation to follow specific legislation and regulatory changes.

Initiative	Status
5.4.1	Develop Policies that Enhance Technological/ Industrial Capability — on track • Completed study — Contract Assessment vis-à-vis Profit Incentives. (Oct 07). • Completed study — "Industry Restructure and Rationalization Assessment" (IDA — Nov 07). • Analysis to follow data from "Industry Restructure and Rationalization Assessment". • Development of initiatives and recommendation to follow assessments. • Development of proposals to follow assessments.
5.4.2	Modify Award and Incentive Fee Policies to Improve Effectiveness — on track • DFAR Committee report submitted 31 Jan 07. • Developed draft methodology for collecting award fee data from military departments. • Completed study — "Industry Restructure and Rationalization Assessment" (IDA — Nov 07). • Memorandum issued Apr 07 on proper use of award fee contracts. DFARS interim rule implementing statutory requirements and internal DoD memorandum on collection of award fee data to be issued Jul 07. Completed FFRDC study, "Contract Performance Assessment vis-à-vis Profit Incentives," Oct 07. • Memorandum issued in Apr 07 on proper use of award fee contracts and DFARS interim rule to be issued Jul 07. • FAR rules related to performance-based payments, progress payments and contract debt are in the final stages of issuance. • FAR and DFARS cases regarding payments clauses for T&M contracts have been established. • The Commercial Pay council was established. • Further changes will depend on results of Jan 08 compliance reviews.

Goal 6
Improved Governance and Decision Processes

Initiative	Status
6.1.1	For high priority capabilities that are important to the joint Warfighter, enable decision processes that are transparent and timely.— on track • DDR&E established a COI focusing on S&T information requirements. • I&E established a COI for Real Property. • L&MR Life-Cycle Management Task Force defining information requirements to institutionalize key performance metrics to oversee sustainability. • Working draft for Installations CoP completed. • Completed SAR-PB Variance Pilot Study — co-sponsored by Comptroller and AT&L and begun implementation of recommendations (ARA/OSD Studies). • Began testing of DAMIR 3.0 update with electronic input from the Navy; pilot Sep SARs will be done in DAMIR (ARA/OSD Studies). • Established COP data exchange element descriptions with Acquisition, Installations, and Logistics; working elements with S&T (ARA/OSD Studies). • Completed Summer Study to compare Warfighter's capability desires and priorities with the current funded program of record. Results briefed to MDA Senior Management on 3 Oct 07. Currently coordinating study results with Warfighter community and USSTRATCOM. • Action to establish MDA as a Combat Support Agency is on hold pending MDEB decision.
6.1.2	Develop common measurement, data, knowledge management, and other tools and capabilities • Completed, with BTA, a comprehensive census of Acquisition-related information systems in Services and Agencies, and their respective IT characteristics. • MDA has completed restructuring of its PMD development process. All program components with cost, schedule and performance goals have been required to develop a PMD for execution year 2008. All PMDs are currently in staff coordination and are expected to be signed by PM and MDA Director by end of Oct. Quarterly, each PMD owner will provide a status of their program to the Director and Senior Management.
6.1.3	Manage AT&L Defense Agencies like the businesses they are — on track • DLA – Strategic Management System in place (corporate board, strategic plan, balanced scorecard, business plans being finalized, strategic change metrics in final states of approval. Customer Contracts in place; Initiative on track. First session in Sep—established completion date. High level, Board of Advisors CONOP approved by AT&L, board secretariat established, principals identified and appointed in writing by AT&L, agenda for first session completed by Jun 07. • MDA – Implementing a full matrix management construct that will strengthen functional responsibilities at BMDS and Element levels of program execution - Realigning personnel, external support, support contracts. All functional areas are completing CONOPS and initiating personnel transfer from executing organizations to functional organizations. Initial actions complete (as of 1 Oct 07). Some actions are being phased over the next several months (e.g., NSPS Transfers, rating chains, support contracts, etc.). • DCMA – Has Performance Commitments (PCs) in place with customers, which serve as contracts. The Strategic Plan and goals are designed in a Balanced Scorecard approach and their Board of Directors was established in 1999, but needs to be re-energized. • DARPA creating customer contracts, balanced scorecards, and Boards of Directors.
6.1.4	Develop an integrated strategy-driven international process — on track • MDA completed international process and published as UNCLASSIFIED document titled: "Missile Defense agency International Strategy 2007 – 2009. • AT&L International Strategies drafted for ATSD(NCB), and DARPA. • ATSD(NCB) – International strategy has not yet been approved because of programmatic changes in the chem-bio defense program. The new strategy needs to be consistent with the recently signed Chem-Bio Defense Program's Implementation Plan. • DARPA strategy is in staff coordination. DARPA expects to have the final version approved for publication in early 2008. • Published updated Armaments Cooperation Strategies for Europe and Pacific Regions. • Executing Lean Six Sigma assessment of the three key Technology Transfer & Disclosure processes—National Disclosure Policy Committee, Low Observable (LO)/Counter LO Executive Committee, and Committee for National Security Systems (Jun 07). • To support international strategy development, IC initiated a Business Process Improvement initiative on the International Agreements process. The goal is to reduce the cycle time for international agreements from inception through implementation. • Capability Area Roadmaps are not being updated, however IC is available to advise Capability Portfolio Managers on process and opportunities for engagement with allies and partners.

Initiative	Status
	• US-UK Interoperability Commission and other bilateral forums provide a venue for Capability Portfolio Managers, S&T and other AT&L staff to participate on development of cooperative plans. • Legislative Change Proposal FY 08 briefed to Congressional staff. • DoDI 5000.2 update to align with JCIDS terminology in process. Has been accepted by DAPWG. • IC working with JS J8 on coalition interoperability checklist to identify cooperation tasks during ICD development. • Coalition Warfare effort expanded significantly. Plus up in progress. • AT&L/IC is part of the Working Group and Steering Group to include AT&L international goals in the development of this strategic guidance document. • USD(AT&L) established International Acquisition Career Path under DAWIA.
6.1.5	Develop Integrated and Sustainable Test and Training Capabilities • FY 08 T&E Budget Certification Report. • Testing in a Joint Environment Senior Steering Group formed, draft charter approval expected (Sep 07) • FY 07 Joint Mission Environment Test Capability program plan executed in Jul 07; JMETC VPN expanding from five to 21 sites; one customer event completed in Aug 07.
6.1.6	Develop improved management of Chem-Bio program and Nuclear Weapons Council — on track • Commander, U.S. Strategic Command, included as an official member of the Nuclear Weapons Council (NWC). • Ensured active participation of the Combatant Commander responsible for strategic deterrence. • Enhanced effectiveness of the NWC through the active and direct involvement of NWC principals throughout NWC deliberations to proceed with the Reliable Replacement Warhead (RRW); Oversaw development of the white paper, "National Security and Nuclear Weapons: Maintaining Deterrence in the 21st Century," which was signed by the Secretaries of Defense, State, and Energy and delivered to Congress on 24 Jul 07. • Modified new "two-tier" review process for the Chemical/Biological Defense Program. NCB established procedures for an alternative review process for OSD oversight; Established a Strategic Governance Board: Chairman USD(AT&L); OSD advisors are Comptroller, General Counsel, Policy, and PA&E; members are ATSD(NCB); ASA(ALT); and the Commanding General, Army Materiel Command – Modified process reduced levels of oversight from two to one, based on Army Acquisition Executive's concerns over acquisition streamlining and reporting burden – Overarching Integrated Process Teams (OIPTs) — oversight — semi-annual meetings; CBDP OIPT 25 Jul 07 issues having potential program-wide impact – Assess program status quarterly using metrics based quarterly reports from each of the program's executive for the following program components • Joint Requirements • Science and Technology • Test and Evaluation • Advanced Development • Established Quarterly Reports • Established notification requirements — based on Cost, Schedule, Performance. • Completed annual NWC trip to four sites: Strategic Weapons Facility Pacific, WA; Lawrence Livermore .National Laboratory, CA; Nevada Test Site, NV: and Nellis Air Force Base, NV. • Achieved the Chemical Weapons Convention (CWC) 45% destruction milestone in Jun 07, 6 months ahead of schedule. • U.S. Army Chemical Materials Agency is on track to meet the CWC 100% destruction deadline of Apr 12. • DoD directive completed first round of staffing .
6.2.1	Implement best practices — on track • T&E Budget Certification Report for FY 09 in development; publication expected 31 Jan 08. • Charge policy review complete by next MRTFB Annual Review (Aug 07). First phase of revisions out for formal coordination. • Drafted uniform Conflict-of-Interest (COI) policy, completed legal review, and implemented policy at all five Federally Funded Research and Development Centers (FFRDCs).
6.2.2	Mitigate DoD high risk areas — on track • Two highest priority test capability gaps successfully programmed in the President's FY 08 Budget. • CY 07 DoD Strategic Plan for T&E Resources currently awaiting signature by acting USD(AT&L) and transmittal to Congress expected 12 Oct 07. • Charge policy compliance assessments completed for AFFTC and JITC/EPG. NAWC-WD scheduled for 16-20 Jul 07.
6.2.3	Improve A-76 competition process • Implement improved A-76 competition process to improve efficiency in commercial functions (Sep 07).

Goal 6
Improved Governance and Decision Processes

Initiative	Status
6.3.1	Develop a transparent acquisition management information/data capability for use across OSD, Joint Staff, and the Services • Achieved automated, web-based, data sharing with two of the three Services (Navy Dashboard and Army AIM) within the DAMIR beta testing; Air Force data sharing scheduled for Nov 07
6.3.2	Develop an analytical took kit using earned value and work breakdown structure data. — on track • High-level process flows for key documents (APB, ASR, TEMP, SEP) at MS B complete. • Framework to measure benefits complete. • Central Repository pilot effort with nine programs was highly successful. 11 Jul 07, memorandum signed by USD(AT&L) directed that the Central Repository be expanded to include all ACAT I programs. • Developed a tool to analyze EVM data at the program level and show current status relative to APB and Nunn-McCurdy thresholds. Applied tool to all MDAPs with meaningful EVM data. In a separate effort, developed algorithms for early identification of future cost growth. The algorithms use EVM data from lower-level WBS elements and have shown promising results to date.
6.3.4	Develop capability to value military equipment and track assets through life cycle — on track • FY 07 Statement of Assurance due for USD(AT&L) signature by 13 Jul. Statement currently in coordination. The statement will be signed on time. • Four weaknesses have been closed—Transfer of the Assembled Chemical Weapons Alternatives (ACWA) Program to the Army (NCB); DoD Charge Card Management (DPAP); Proper Use of Non-DoD Contracts for Supplies and Services (DPAP); and Federal Procurement Data Reporting (DPAP) Open weakness to close in FY 09 (DoD Services Contracting (DPAP)). • Accountability systems of record identified for Navy ships and Navy aircraft. • Navy ships and airplanes uniquely identified, reconciled with Capital Asset Management System – Military Equipment, and update process identified. • We are working with registry on a process for updating asset status. • Item unique identification policy update directing Services to uniquely identify major items published 6 Feb 07. • Five prototype acquisition programs identified for APUID—F/A-18, AH-64, M1 Abrams, CH/MH-47, and HMMWV. • APUID demonstration held on 4 Jun for AT&L and Service leadership; Workshop on APUID data structures and business rules held in Jul 07. • Proof of Concept registry developed. • Data transparency study completed and concluded that an APUID would be a common data link.
6.4.1	Institutionalize Weapons System Life-cycle Management (WSLM). • Draft Charter of WSLM governance body complete. Kick-Off meeting for governance body conducted 17 Sep 07.
6.4.2	Deploy Information Management System to support DAB and DAES processes • "Binning" of statutory and regulatory information requirements is ongoing. ARA and BT collaborating on list of data elements for Systems Operational Architecture demo. List should be complete and approved by 1 Nov 07.
6.4.3	Apply CPI to major high impact core AT&L value streams — on track • Established DoD-wide CPI Senior Steering Committee; Chair was established in Aug 06. Chair has now transferred to AT&L Business Transformation Agency (Apr 07) based upon DepSecDef guidance. • AT&L Leadership Deployment Team stood up in Feb 07. Charter drafted and in coordination. Team is using AT&L Strategic Plan as baseline for value stream analysis and follow-on project selection. High impact core AT&L value streams identified by Leadership Deployment Team. • Completed Department-wide CPI education, certification, and training standards; AT&L has sponsored three CPI Champion training sessions and has trained approximately 45 individuals. One wave of Green Belt training has been provided (6.19% Green Belt (goal 5%)) and a second wave is scheduled for Jun 07. One wave of Black Belt training began in May 07 (1.65% Black Belt (goal 1%)) AT&L is continually working to ensure trained individuals are assigned CPI projects that contribute directly to the AT&L mission areas. Executive Leadership Training goal not yet met – 36.2% of SES/Flag/GO trained (goal 100%). • Launched Department-wide CPI Knowledge Sharing Web site. • Drafted Department-wide CPI policy. • Secretary Krieg approved three AT&L projects for implementation in May 07. CAC is in Improve Stage, IC is in Improve State, and Task Track is in Analyze Phase.

Initiative	Status
	• Incorporation is under review for AT&L as a whole, while some parts of the organization have begun this type of performance measurement. • The AT&L LDT will address these project opportunities later in the calendar year. • Automated CPI project tracking will be analyzed and addressed as CPI accomplishments accrue in the AT&L organization. • AT&L SES/Flag fitness report modifications will be addressed later in the calendar year by the AT&L LDT and leadership. • CPI project outcomes will be collected for the initial three crosscutting projects as well as supporting projects within the organization. Reporting will occur as appropriate in accordance with strategic and tactical planning. • Applying CPI to major high impact core AT&L value streams will take place as part of the strategic planning process for FY 08 to ensure proper integration into organizational goals and responsibilities. • Recognizing CPI in all AT&L military and civilian performance evaluations and fitness reports is TBD based upon integration with required HR processes.
6.5.1	Implement a Performance-driven Outcome strategy across system life cycle — on track • Plan and framework developed to conduct assessment of public and private implementation of Performance-based Logistics and Performance-driven Outcomes completed May 07. • Resourced execution of assessment. • Assessment completed in accordance with framework. • Assessment to present baseline for policy designated to employ PDO-based strategy to support next update to 5000 series documents.

Goal 7
Capable, Efficient, and Cost-Effective Installations

Initiative	Status
7.1.1	Implement BRAC 2005 recommendations — on track • Completed 218 of 239 BRAC Business Plans. • Fully funded $31B of BRAC requirements in POM 08-13. • Received Business Plan updates from Components in Sep 07. Review/Approval process is ongoing. Air Force plans are finalized and ready for approval. Army/Navy plans are pending revisions. • Mid-year review of Business Plans postponed until Mar 08. The initial BRAC budget appropriation received for FY 07 was 56% less than the FY 07 PB request of $5.6B. The appropriation bill for the balance of $3.1B was enacted late May 07. After the Department has had a reasonable amount of execution history of the full requested $5.6B budget, a mid-year assessment is planned for Mar/Apr 08.
7.1.2	Sustain Global Defense Posture (GDP) realignment — on track • Formed multi-Service/JS working groups to address revisions/authorship of policy level guidance that enables and supports GDP. • Contracted for development of overseas sustainment tools. • Supported overseas Natural Infrastructure Capabilities pilot to be conducted in FY 07. Date for conducting the first pilot test tool was slipped to first quarter FY 08 in Romania (delay in date was at the request of the Romanian government). • Integrated environmental and sustainability language into new access/presence agreements. • Initiated redirecting DEIC into a program that principally supports GDP. • The Department's Sustainment Policy must be published by the USD(P&R) although AT&L/I&E remains a key player. P&R's projected publication data is Mar 08.
7.1.3	Monitor net costs for reshaping the U.S. DoD footprint • Identified and tracked FY 07 facility investments to implement GDP. Will conduct reviews annually.
7.1.4	Establish/sustain forward operating sites (FOS) and cooperative security locations (CSL) — on track • The Overseas Master Plans, which included FOSs and CSLs, were approved and forwarded to Congress on 28 Mar 07.
7.1.5	Improve facilities utilization rate • Completed research phase. Final development of authorities and implementation is in progress.
7.1.6	Dispose of excess facilities. — on track • Execution Review of FY 06 Demolition/Disposal plans was conducted 1 May 07. • Services/Agencies are updating disposal targets for Program Review 2009. • Sep 07 evaluations were conducted and will be conducted annually.
7.2.1	Eliminate inadequate family housing units — on track • Awarded first UPH privatization (San Diego) project for junior enlisted personnel in Dec 06. • Privatized 173,000 family housing units; eliminated through privatization over 120,000 inadequate units since 2001. • DoD achieved 94% of the planned target. Ten ongoing AF projects remain because of outside influences such as BRAC and mission change actions. All overseas inadequate units will be eliminated in FY 09. • New UPH exhibits are being proposed for the FY 10 Budget Request which will show progress towards eliminating inadequate permanent party UPH. Alternative goals with associated funding requirements are also being developed for consideration by the DoD leadership. • Currently conducting an unaccompanied personnel housing (UPH) barracks study to identify inadequate housing issues. This study will be complete in May 08, including a plan to eliminate inadequate UPH.
7.2.2	Assess installation missions in the Defense Readiness Reporting System (DRRS) • Q rating policy was revised in Sep 07. Implementation is in progress.
7.2.3	Develop a suite of standardized military construction program metrics — on track • Established initial four performance metrics; reported in MILCON PART 2006. • All preliminary actions completed for integrating International Building Code 2006 requirements into applicable UFC documents. Now pending a Unified Facilities Criteria program review prior to integration.
7.2.4	Develop level of service for delivery of installation support service — on track • Program elements established Jul 07 to support installation support functions.
7.3.1	Identify 100% of sites with known or suspected DoD-caused releases of perchlorate into the environment and ensure appropriate response actions are taken — on track • 100% of potential DoD suspected sources of perchlorate in California drinking water are identified and scheduled for characterization. • Ten emerging contaminants evaluated for mission risk impact type and severity. • Completed Perchlorate Risk Management Plan and distributed to Components in Sep 07.

Initiative	Status
	• Eleven (11) phase one impact assessments completed. • Collection of all the Military Services' perchlorate sampling results completed. • FY 06 summaries were released on DENIX web site in Aug 07. • Challenges include "getting good quality assured data." To overcome some of the timing and quality difficulties, I&E is moving the Services towards a Web enabled database.
7.3.2	Install remedies and/or environmental remediation accomplished as necessary at all DERP sites — on track • Active installation IRP is on track to meet the final FY 14 goal of 100% Remedy-in-Place/Remediation Complete. DoD achieved an interim FY 07 high relative risk goal of 91% as program efficiencies dictated many small scale high relative risk cleanups should be conducted after on-site mobilization of larger scale cleanup operations for medium relative risk sites. The relatively small remaining high relative risk sites will now be tracked with the medium relative risk sites against the interim FY 11 medium relative risk goal. • Released DoD/EPA Joint Guidance on Streamlined Site Closeout and NPL Deletion Process for DoD Facilities. • EPA delisted three installations from the NPL (Arctic Surplus site, AK, Rocky Mountain Arsenal, CO, Army Materials Technology Lab, MA). • Components initiated environmental management strategies to improve performance (internal reviews and better tracking; performance-based contracting at some sites). • Published the Restoration Advisory Board Rule in the Federal Register establishing public participation framework in DERP (for DERA and BRAC).
7.3.3	Identify U.S. Environmental, Safety, and Occupational Health (ESOH) liability and mission impacts during operations and exercises — on track • Conducted (with the JS) 2nd Overseas Environmental Programs Workshop focusing on environmental considerations in military operations. • Formed multi-Service/JS working groups to address revisions/authorship of policy level guidance that spans the full spectrum of military operations. • Contracted for development of overseas sustainment tools. • Initiated following projects: Development of Joint Engineering planning module and Development of a model exercise Annex L (Env) using Bright Star as a platform. • Tools developed to address long-term mission sustainment. • The first pilot test was delayed by the Romanian government; the Bulgarian pilot was delayed to Sep 08.
7.3.4	Meet Presidential Safety, Health, and Return to Employment (SHARE) initiative measures — on track • SHARE goals identified, reported, monitored.
7.4.1	Implement Natural Infrastructure Management for Sustainability — on track • Drafted management framework for common Natural Infrastructure Capability assessment.
7.4.2	Publish Facility Models (Sustainment, Operations, and Modernization) — complete • Updated business rules for all facility models. • Changed methodology of modeling Fire and Emergency Services function.
7.4.3	Implement Facilities Modernization Rate benchmark — complete • Evaluated Facility Modernization Model (FMM) based on PB 08 Facility investments. – FMM-based modernization rate is 77% in FY 08, compared to a traditional recap rate of 67 years. – FMM reflects high investment levels in replacement facilities (vice R&M of existing facilities), particularly in the Army.
7.4.4	Reduce building energy consumption — complete • Met all facilities related requirements of EPA Act 2005 in 2006. • 2007 implementation plans are on track to continue compliance.
7.4.5	Increase percent of purchase and/or generated renewable energy (RE) — complete • Using the 2005 RE Assessment Implementation Plan. • Increased 2006 consumption by 1.2% over 2005. • Remain on track to reach DoD stretch goal of 25% by 2025. • Stressing the use of ECIP funding for RE projects and encouraging RE development through ESPC where viable. • The FY 07 and FY 08 ECIP lists contain $43.7M toward RE projects.

Initiative	Status
7.4.6	Increase use of alternative fuel vehicles (AFV) — on track • Greatly exceeded requirements of EPA Act 1992 for AFV acquisition in 2006. • USD(AT&L) designated DUSD(I&E) as the DoD Senior Agency Official in late May 07 for implementation of E.O. 13423. • EPAct 2005 Sec 701 alternative fuel use waiver for 2008 was submitted 27 Aug 07 for vehicles in locations that could not reasonably access alternative fuel and development of a plan to increase use of alternative fuel. Monthly Transportation Alternative Fuels Working Group also meets to discuss issues and develop synergy in the use of alternative fuels, and DoD participates in a monthly interagency alternative fuels working group for the same purpose.
7.5.1	Implement Real Property Inventory Requirements (RPIR) • Provided construction in progress policy revisions to OUSD(C). • Released (for comment) revised UFC 1-300-08, Criteria for Transfer and Acceptance of Military Real Property. • RPIR compliance is currently being assessed. • Completed FY 07 goals for fully populated space management data elements Sep 07.
7.5.2	Deploy Real Property Unique Identifier (RPUID) — on track • System requirements for Asset registry defined 24 May 07. • Site data validated by components. • Site registry fully operational 17 May 07. • Component Real Property systems interfaced with Site Registry. • Site unique identifiers assigned to all DoD-owned sites.
7.5.3	Implement Environmental liabilities recognition and requirements — on track • Environmental liabilities Component implementation plans under review.
7.5.4	Implement Hazardous materials process controls — on track • Components HAZMAT implementation plans under review. • HAZMAT Data Master Reference data is IOC .
7.5.5	Improve Environmental Management System (EMS) goals and targets — on track • Components have initiated environmental management strategies to improve performance. • Developed initial capability to report Environmental Management System metrics to implement the President's Management Agenda. • EMS metrics deployed. Initial capability to report EMS metrics in-place, used to report status for 2006 EMS report and OMB Environmental Stewardship Scorecard.
7.5.6	Improve performance of commercial activities and savings resulting from public-private competition — on track • Announced 7,695 public-private competitions in FY 06 (an increase of 410% over FY 05). • Completed competitions involving over 2,500 positions in FY 06 to result in annual savings of $53M over a 5-year performance period. • DoD did not fully execute the FY 07 plan. DoD announced 6,287 positions for competition in FY 07, which is 80% of the planned goal. A new goal for FY 08 is currently under development with OMB.